

Wednesday October 15 1997
MARKET FOCUS
Ina bourses
near fragile

FINANCIAL TIMES

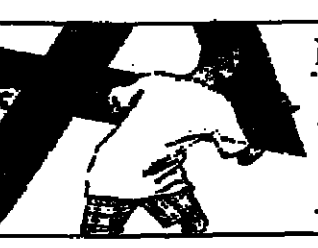
The 35-hour week
Inner workings come under scrutiny
Page 2



The UN's travails
No peace for Kofi Annan
Page 15



Spanish boom
Bullish outlook for Emu entry
Page 14



FT WEEKEND
Israel in no mood to party
TOMORROW

World Business Newspaper <http://www.FT.com>

FRIDAY OCTOBER 17 1997

THE GLOBAL COMPANY
Peter Brabeck Chief executive of Nestlé
Successful brands are not only big; they are strong and their strength comes from daily contact with consumers
Part etc Page 12

GTE chairman keen to work with UK group after \$28bn offer for MCI

Telecoms chief sees global partnership

By William Lewis in New York and Alan Cane in London



GTE chairman Charles Lee: keen to talk to BT about developing a three-way global telecoms partnership

BATTLE FOR MCI Page 20

- MCI shareholders' daunting task
- Bid will add to GTE debt
- Eyes turn to Sprint and AT&T

Lex... Page 18
London stocks... Page 32
World stocks... Page 36

Charles Lee, chairman of GTE, the US telecommunications company which on Wednesday announced a \$28bn cash offer for MCI, confirmed yesterday that British Telecom's communications was a key part of his strategy. He said: "We look forward to discussing with BT how we can develop a true global partnership with the three companies working together. We are excited by BT's concept of a global communications company."

GTE is now bidding for MCI, the second-largest US long-distance operator, against both BT and WorldCom, another US operator which earlier this month announced a hostile \$30bn all-paper bid.

It emerged yesterday that MCI, WorldCom and GTE now believe that the British company, which holds a 30 per cent stake in MCI, is in a powerful position to affect the outcome of the deal despite the likelihood that its bid, which falls far short of WorldCom's and GTE's, will fail.

"They are potential king makers," one investment banker involved in the bid said yesterday. "BT did its best during the MCI renegotiation to lose all credit-

Pears placed its debt ratings on CreditWatch with negative implications.

While GTE has indicated a willingness to consider acquiring MCI for a combination of cash and stock, it appears likely that a significant portion of any merger consideration would be paid in cash, necessitating a substantial increase in debt levels for the combined company, S&P said.

GTE added to investors' concerns about its financing plans by stating in a filing to the UK Securities Exchange Commission that it expects there will be a "significant decline in GTE's credit ratios in the near term".

On Wednesday, GTE said it would consider making its offer a combination of cash and paper if MCI wished.

The battle has generated widespread speculation about other possible links between telecommunications companies in the US and Europe.

In morning trading on Wall Street, GTE's shares fell 6.38 per cent to \$44. MCI's shares traded up 4.41 per cent to \$38. WorldCom moved up 1/2 to \$35.4, and Sprint fell 2.23 per cent to \$54.

WorldCom, which last night said that it would fight on with its bid, refused to comment on speculation that the company is planning to increase the value of its \$30bn bid.

WORLD NEWS

EU poised to adopt \$11bn plan to improve drinking water

European Union governments were close to adopting proposals that would lead to significant improvements in the quality of drinking water and cost more than \$11bn over 15 years. Most of the money would be spent on replacing lead pipes in distribution systems. Page 2

Prodi plea on work week
Italian prime minister Romano Prodi called on employers and unions not to trigger a crisis over his government's proposals for a 35-hour working week. Page 2

Mahathir eases fears
Malaysian prime minister Mahathir Mohamad toned down his condemnation of currency speculators but called for global trading regulations to accompany liberalisation of capital markets. Page 16

Delay over tobacco advert ban
The UK government has postponed until the new year its planned white paper and draft bill banning tobacco advertising and sponsorship - in the hope a wider ban will be agreed when European health ministers meet on December 4. Page 10

Kremlin spurns Left's demand
The Kremlin rejected demands of the leftist-dominated legislature to expel reformers Anatoly Chubais and Boris Nemtsov from the cabinet, in a further sign that the government emerged the winner in a political showdown. Page 2

Orthodox threat to Netanyahu
Israel's ultra-orthodox Shas party said it would pull out of Benjamin Netanyahu's Likud government if he accepted reforms recognising the religious rights of the Jewish Reform and Conservative Progressive movements. Page 6

Turks accused over air scare
Greek defence minister Akis Tsochatzopoulos said Turkish fighter jets buzzed his military transport craft as he returned from a military exercise in Cyprus. Page 2

Argentina to get US ally status
Visiting US president Bill Clinton praised Argentina's contributions to United Nations peacekeeping efforts and announced plans to give the country "major non-NATO ally" status. Page 5

US investors still bullish
Conditions on the US equity markets since August have failed to dent private investors' confidence, according to a survey by Gallup and Paine Webber. It found optimism at the end of last month considerably more bullish than in July. Page 4

Extradition appeal lost
Fugitive financier Warren Ray lost his second appeal against extradition from the Bahamas to Switzerland, where he is charged with defrauding investors of more than \$1bn and leaving \$2.8bn in debts.

Villeneuve loses lead
Canadian Jacques Villeneuve slipped one point behind Michael Schumacher of Germany in the Formula One drivers' world championship after his Williams team withdrew an appeal over a one-race ban. He loses two points gained in Japan's grand prix.

BUSINESS NEWS

Zurich sets out terms of £23bn deal with BAT Industries

Zurich, Swiss-based financial services group, has revealed the terms of its £23bn (\$37bn) merger with the insurance and asset management arms of BAT Industries. The deal will create Europe's second-biggest insurance company, but may take a year to clear regulatory hurdles and to obtain clearances from the tax authorities. Page 17; Lex, Page 16; Complex construction, Page 23

Siemens, German industrial group, is buying 10 per cent of Breda Technologies of the US as part of a joint venture for passenger safety systems. Page 22

European Union told the World Trade Organisation it will change its banana import licensing regime after WTO ruled against the present system. Page 5

Microsoft's commercial practices in Europe are being investigated by the European Commission. The probe focuses on possible abuse of its dominant position in Europe, and alleged anti-competitive agreements squeezing competitors out of the market. Page 16

Generale, Italian insurance group which has launched a £55bn (\$89bn) hostile bid for French insurance group AGF, spoke out publicly in an attempt to justify its offer. Page 17

US State Department is investigating whether a bond offering by Russia's Gazprom may be subject to sanctions under the Iran-Libya Sanctions Act. Goldman Sachs, which is handling the \$1bn offering, plans to go ahead in November.

The UK's third-largest unit trust, the £2.6bn (\$4.2bn) Institutional Managed Balanced fund, may move offshore after tax changes in the last Budget. Its manager Schroder is reviewing options for correcting income reduction after the reforms. Page 10

Bre-X Minerals shareholders have been given the go-ahead to sue J.P. Morgan, the US investment bank, and other advisers to the Canadian company whose Bessang gold deposit in Indonesia was exposed as a fraud. Page 18

Royal Dutch/Shell, largest international oil company, is spending more than \$500m in the next five years to expand its presence in solar energy and sustainable forestry projects. Page 17

British Airways and Finnair announced plans to challenge the dominance of Scandinavian Airlines System in the Nordic market with a local marketing and network alliance. Page 18

Porsche, German sports car maker, is to take direct control of the import and sale of its vehicles in Japan. Page 6

Banco Popular, Spanish bank, reported a 6.6 per cent rise in net attributable income to Ptas48.8bn (\$322m) in the first nine months of the year. Page 18

Poland's outgoing government has given Hyundai, the Korean industrial conglomerate, permission to start tariff-free car assembly. Page 5

Ikea plans 20 factories in eastern Europe

By Tim Burt in Stockholm

\$158m investment would create up to 6,000 jobs

Ikea, one of the world's largest furniture retailers, plans almost to double its manufacturing capacity by building up to 20 factories in eastern Europe over the next five years.

The privately owned group, founded in Sweden but headquartered in Denmark, said yesterday it was considering investing about SKr1.2bn (\$158m) in manufacturing plants in the Baltic states, Romania and Bulgaria.

Stig Holmquist, head of procurement and industrial operations, predicted that the investment could create up to 6,000 jobs and would help meet

capacity demands as Ikea builds between six and 12 new stores a year.

"We are now planning the next stage of our manufacturing development, and that must secure sourcing of products for the next five years and beyond," he said.

Ikea has been manufacturing its own products since 1991 when the group acquired Swedwood, the furniture-making subsidiary of Hexagon, the Swedish industrial group, for an undisclosed sum.

Since the acquisition, turnover from Swedwood's 27 factories has increased from SKr200m a year to SKr1.6bn.

Mr Holmquist predicted that figure could double by the turn of the century.

Although Ikea - which for accounting and tax purposes is domiciled in the Netherlands - does not report profits, combined turnover from its 139 outlets in 29 countries rose from F19.62bn (\$4.9bn) to F11.94bn in the 12 months to August 31.

Industry analysts estimate that Ikea had margins last year of 9 per cent, putting its operating profits at F1.03bn.

Those profits are expected to increase in the current financial

year following maiden contributions from new stores in Germany, the Netherlands and, for the first time, China.

Anders Moberg, president of Ikea International, said the group was pressing ahead with plans to open stores in Chicago and San Francisco, while also finalising proposals for its first outlet in Russia.

In an interview with the Financial Times, Mr Moberg added that the group had embarked on site studies around Moscow and St Petersburg, which would also include the construction of a commercial zone where Ikea would invite other retailers to open outlets.

"We have taken a decision to open one store initially in Russia, and right now it looks like Moscow is ahead of St Petersburg," he said.

The opening of Ikea's first wholly owned store in Russia follows a rapid expansion in the former Soviet bloc during the 1990s, which has seen the group build out-of-town outlets in Poland, Hungary, Slovakia and the Czech Republic.

Mr Moberg emphasised that the investment in new stores would be linked to the refurbishment of existing sites, including a \$26m investment in a dedicated Children's Ikea format.

Opel to cut 1,900 jobs from Antwerp operation

By Haig Simonian in London and Neil Buckley in Brussels

Adam Opel, the German subsidiary of General Motors, the world's biggest car company, is to cut 1,900 jobs from its Antwerp operation in another blow to Belgium's standing as a manufacturing centre.

The company said it would remove one shift from the factory, which builds Vectra and Astra cars, and concentrate production on the Astra.

Opel blamed the decision on the cutthroat European car market and the need to keep output in line with demand.

On Wednesday, GM, which has been one of the most profitable

carmakers in Europe, announced a \$21m loss in Europe in the third quarter compared with net profits of \$75m last year.

Opel's decision follows the closure in July of Renault's Villvoorde assembly plant north of Brussels.

The closure, which caused 3,100 redundancies, was condemned by the Belgian government and European Commission, and provoked protests by up to 50,000 demonstrators in Brussels.

Although Opel said it hoped to achieve the reduction without compulsory redundancies, the loss of 1,900 jobs will further

Continued on Page 16

STOCK MARKET INDICES

New York Stock Exchange	5,037.11	(-28.57)
Dow Jones Ind. Av.	1,717.76	(-5.81)
NASDAQ Composite	1,717.76	(-5.81)
Europe and Far East		
CHIX	2,992.57	(+0.71)
DAI	4,118.22	(-47.47)
FTSE 100	3,297.2	(-24.2)
Nikkei	17,707.48	(+376.12)
US LAUNCHING RATES		
Federal Funds	5.4%	
3-mth Treas. Bill Yd	5.0%	
Long Term	10.0%	
Yield	6.34%	
OTHER RATES		
UK 5-yr Maturity	7.4%	(7.40)
US 10 yr Maturity	105.82%	(105.81)
France 10 yr Maturity	96.6%	(96.61)
Germany 10 yr Maturity	102.3%	(102.32)
Japan 10 yr Maturity	105.3%	(105.38)
EUROSTOCK 300 (Avg)	1,018.52	(18.33)
Brent Oil		

GOLD

New York Comex		
(100)	\$324.9	(\$26.1)
London	\$263.75	(\$26.85)

EXCHANGE RATES

Dollar		
New York Stock Exchange	1.6185	
DM	1.7475	
FF	5.8955	
Sfr	1.4577	
Y	120.115	
London		
DM	1.6204	(1.5233)
FF	1.7443	(1.7511)
Sfr	5.8959	(5.8705)
Y	1.4547	(1.4602)
Tokyo Comex		
Shilling	119.57	(121.405)
Y	120.95	
DM	2.2265	(2.3424)

COMMENT & ANALYSIS

- Europe's 35-hour week
- Franco-German economic ties
- Editorial, Page 15
- Galleries poll to test Aznar's team
- European News, Page 3
- UK faces an integrating Europe
- Philip Stephens, Page 14

TECHNOLOGY

- London completes stock exchange automation
- UK News, Page 10
- India heads for paperless bourse
- Asian Company News, Page 22

EMERGING MARKETS

- Thailand's financial rescue package
- Editorial, Page 15
- Federal-Mogul's bid for T&N
- Lex, Page 16

FINANCE

- Japanese office block: the property market may be transformed. Page 4
- Tokyo tackles property crash
- Asian News, Page 4

Japan's office block: the property market may be transformed. Page 4

THE WHITE HOUSE
NEW LUXURY APARTMENTS
INVEST IN THE BEST DEAL IN TOWN!

Belvedere Road South Bank London
(Adjacent The Royal Festival Hall)

NEW 1 & 2 BED. APARTMENTS
PRICES FROM
£175,000

PRIVATE HEALTH & LEISURE COMPLEX
SECURE UNDERGROUND PARKING

85% INVESTMENT MORTGAGES AVAILABLE
HIGH YIELDS

TELEPHONE (6 LINES)
0171 620 1500

SALERS OFFICE
SHOW SUITES OPEN 7 DAYS 10am-5.30pm

FREESERVE (24 HOURS)
0800 90 89 21

<http://www.galliard-homes.co.uk/whitehouse>

GALLIARD HOMES LIMITED
A DEVELOPMENT BY GALLIARD HOMES LIMITED IN ASSOCIATION WITH PROGRESS ESTATES PLC. & FAIRVIEW NEW HOMES PLC.
*The Developer to be placed. *All additional and *Subject to status of lenders special conditions.

THE FINANCIAL TIMES LIMITED 1997 No.33,424
London • Leeds • Paris • Frankfurt • Stockholm • Madrid • New York
Los Angeles • Tokyo • Hong Kong

4 2

9 770174 736159

Greek defence minister's aircraft 'buzzed' by Turkish jets for second time over Aegean

Greece denounces Turkey's 'cold war'

By Kerin Hope in Athens

Greece's defence minister said yesterday that Turkish jet fighters had buzzed his military transport aircraft as he returned from Cyprus. He had been observing an exercise staged by Greek and Greek Cypriot forces under a controversial joint defence pact.

Akis Tsochatzopoulos, who said on Monday that his aircraft was harassed over the Aegean Sea on the outgoing trip, dismissed the incident as "behaviour from the cold war period." His comment was in line with the government's

attempt to avoid a further escalation of tension with Turkey over the joint manoeuvres.

Greece claims that Turkish war aircraft have violated its 10-mile airspace zone on almost 200 occasions since Sunday.

Moreover, Greek and Turkish fighters have staged dozens of mock dogfights in the southern Aegean this week during the biggest joint Greek-Cypriot military exercise staged since the early 1990s.

At that time Greece undertook to include Cyprus in its defence reach, a policy known as the "joint

defence dogma".

The policy was designed to underpin Greece's political support for the internationally recognised Greek Cypriot government on the divided island.

It is criticised as unworkable in strategic terms because the Greek airforce's ageing F-4s and F-16s are heavily outnumbered by newer Turkish fighters, which can reach Cyprus within a few minutes from bases in southern Turkey. But the pact has assumed more significance following threats by Turkey to attack the south of the island if Greek-Cypriots go ahead with a

plan to instal Russian S-300 anti-aircraft missiles next year.

The Turkish government said yesterday it would not implement a ban on military flights over Cyprus proposed by the US, because of the Greek and Cypriot exercise. The announcement came after Richard Holbrooke, US mediator on Cyprus, held talks in Ankara on finding ways to reduce Greek-Turkish tensions.

In Athens, Thomas Miller, US special co-ordinator on Cyprus, warned that "things have a potential to get very serious," following the collapse of the US-brokered

Madrid declaration in July in which the two nominal Nato allies agreed to work for good-neighbourly relations.

However, Costas Simitis, the Greek prime minister, is expected to try to revive the Madrid agreement at next month's summit meeting of south-east European leaders on the island of Crete, which Mesut Yilmaz, the Turkish prime minister, has said he will attend. Despite the government's tough position on Cyprus, officials say that improving relations with Turkey remains an important priority.

Plan to improve drinking water

By Michael Smith in Luxembourg

European Union governments were last night close to adopting proposals which will lead to significant improvements in the quality of drinking water and cost more than Ecu10bn (\$11bn) to implement over 15 years.

The bulk of the money will be spent on replacing lead pipes in distribution systems. The 15 member states will also have to meet requirements for controlling a range of substances and metals in water including pesticides, copper, nickel and zinc. At a meeting of EU environment ministers, France and Italy were pressing for a 20-year implementation period, but negotiators were confident a deal would be struck.

France faces the biggest bill for implementing the proposals because it has a large number of lead pipes. Italy, the UK, Spain, Belgium and Ireland are the other countries which will have to spend heavily.

The directive requires cuts in the amount of lead in drinking water from 50 to 10 microgrammes per litre. This is in accordance with recommendations from the World Health Organisation and is aimed, according to the Commission, at protecting infants, young children and pregnant women from the neurotoxic effects that contribute to IQ deficits and learning and behavioural problems.

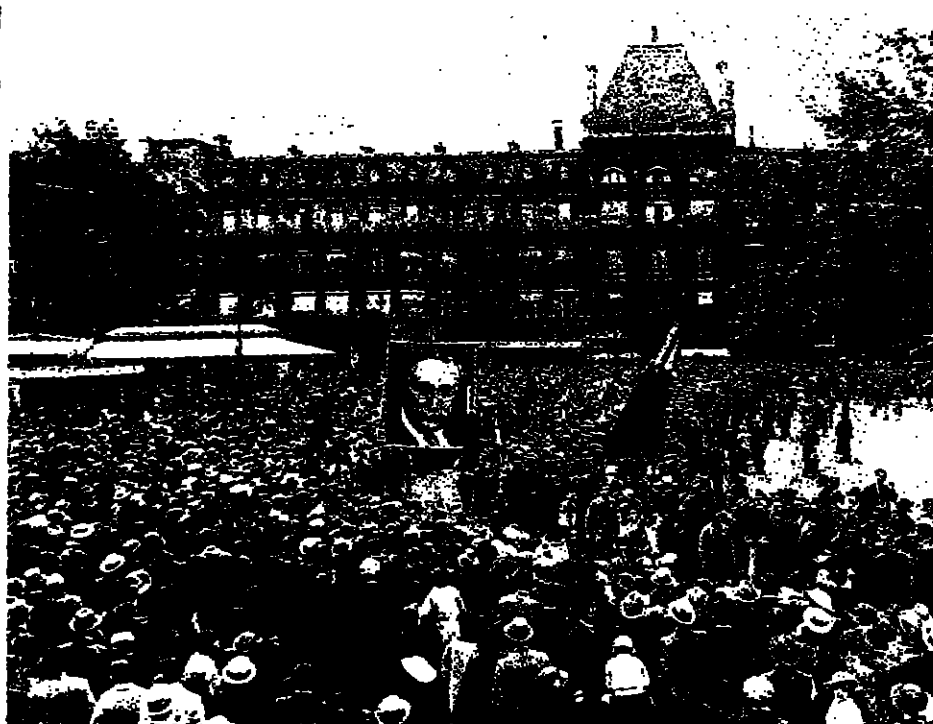
The proposals require member-states to replace "distribution" pipes up to the point where they enter homes.

Achieving the 10 microgrammes target would require households to take out lead piping, an aim rather than a requirement of the directive.

According to Commission estimates two years ago, the cost of changing all lead piping, including that in households, would be Ecu 70bn.

Separately, environment ministers reaffirmed the EU's commitment to the adoption at the forthcoming Kyoto climate conference of legally binding targets to cut greenhouse gases. Ministers also prepared a negotiating stance for the conference, at which EU governments will come under fire from other countries for agreeing an approach under which some member states will be allowed to increase carbon dioxide emissions, so long as others decrease them in line with a 15 per cent overall reduction by 2010.

Environment ministers have made clear that the EU is prepared to accept joint liability for achieving its target.



Left: Popular Front activists in 1936 carry a portrait of their leader Léon Blum during a rally in Paris celebrating a cut in the working week. Right: nearly 60 years later workers in Bordeaux protest about unemployment and welfare reform - hours were lower on the agenda



'Super-cure' for jobless may be hard to swallow

In France and Italy plans to cut the working week have provoked scorn from employers and little revolutionary fervour from workers

More than 60 years after French workers won the right to a maximum 40-hour week, the question of whether and how to cut working hours is once again confronting governments, employers and trade unions in Europe.

In the space of a week, left governments in France and Italy have signalled their intention of introducing a 35-hour week by 2000 and 2001 respectively. Yet their plans are hedged with important qualifications, and anyone hoping to breathe the heady air of social revolution in Paris and Rome seems sure to be disappointed.

To employers who scorn the view that the initiatives are a super-cure for joblessness, and who lament the supposed impact on labour costs and competitiveness, government officials respond that little or nothing in the field of working hours may change in practice.

As for the scattered knots of radicals who have long dreamed of exploiting the 35-hour week as a short cut to overturning the social order, they may well be thinner on the ground in Europe these days than at any time in living memory.

The parallels between 1936 and 1997 are seductive but ultimately misleading. When Léon Blum's Popular Front government cut the French working week and decreed salary increases of up to 15 per cent, it did so against a background of economic depression and left-right political confrontation far more acute than anything happening today.

Moreover, France was in the grip of mass strikes and factory occupations that make recent industrial unrest look like squabbles over a game of pétanque.

This time round, only days after announcing that it would cut the working week to 35 hours, France's Socialist-led government has taken pains to stress that the rules will be pragmatically applied.

A first law to set the objective of 35 hours will be proposed to parliament next spring.

But it is only with a second law to be adopted in late

applied, has been increased to companies employing 20 people rather than 10.

In Italy, where Romano Prodi, the prime minister, promised a 35-hour week partly as a means of appeasing headline Communists in parliament, precise details are similarly unclear. Mr Prodi says a conference involving the government, trade unions and employers would have to take place to work out the implications for the economy.

However, the employers' federation, Confindustria, has quickly hoisted the flag of resistance.

In 1936 France was gripped by strikes and factory occupations that make recent industrial unrest look like squabbles over a game of pétanque

1999 that the precise terms and exemptions from the rules will be known, leaving huge scope for negotiations in the meantime.

Whether civil servants will be included is open to question, and details of a more lenient regime for management-grade employees are wide open. More generally, it seems that companies may be able to use a calculation of "annualised" working hours, rather than be obliged to ensure that each working week does not exceed 35 hours.

French ministers have already indicated that the exemption threshold, below which the reduced working hours limit will not be

It contends that the shorter week would raise labour costs by 10 to 12 per cent without creating a single new job. Cesare Romiti, president of Fiat, said: "I am sure that it is in the nature of the accord made between the government and the Communists that there is room for a complete abandonment of the idea."

Tellingly, Italian unionists are also not wholly sold on the 35-hour week.

"For me, the promise of a cut to 35 hours by 2001 presents disadvantages for employment, not benefits, especially in the south," said Pietro Larizza, leader of the Uil labour confederation.

At the European Union's

Prodi in plea to unions and employers

By James Blitz in Rome

Romano Prodi, the Italian prime minister, sought yesterday to quell a growing row over his government's proposals to introduce a 35-hour working week, calling on employers and unions not to trigger a crisis over the issue.

"It doesn't make sense for our social partners to take a prejudiced position," Mr Prodi told the parliament.

"We are counting very heavily on our social partners, and we want to work with them. Together we want to work out how we can reform the welfare state, and how we can set about reforming the length of the working week."

Mr Prodi agreed a deal with the Reconstructed Communism (RC) party earlier this week under which the government would introduce legislation next year cutting the working week from 40 hours to 35 by 2001.

The row developed as Mr Prodi won a confidence vote in the lower house of parliament by 319 votes to 285 with two abstentions, formally ending a political crisis that could have jeopardised Italy's hopes of becoming a founder member of Europe's single currency.

The unions, which are normally expected to favour shorter working hours for their members, said yesterday that the idea does not figure as a top priority.

"The first is job security, the second is salaries... cutting the working week is the cherry on the cake," the secretary-general of the Uil union, Pietro Larizza, told La Stampa in an interview published yesterday.

Kohl embarrassed by succession blunder

By Ralph Atkins in Bonn

Helmut Kohl, the German chancellor, was yesterday forced into making a series of embarrassing clarifications about his political future after appearing to hint he would step down soon after next year's federal elections.

Mr Kohl made clear he intended to remain in office until at least 2002, the end of the next legislative period. "There is no lame-duck chancellor. That is the last thing I would want," he said in an interview with ZDF television.

His remarks came at the end of a frantic 24 hours for the Christian Democratic Union, after Mr Kohl revealed at the end of the party's conference in Leipzig that he hoped Wolfgang Schäuble, CDU parliamentary leader, would succeed him as chancellor one day.

Mr Kohl's gushing praise for Mr

Schäuble fuelled speculation that Mr Kohl would fight next election next September 27 but then stand aside for Mr Schäuble.

The comments were seized by Franz Müntefering, secretary of the opposition Social Democrats, as "a decisive nail in the coffin of the Kohl regime". It was a basic lesson of politics that you only named a successor when you had decided when to go, Mr Müntefering said.

Peter Hintze, CDU general secretary, retorted that the chancellor's comments about Mr Schäuble were meant to show that the party had a clear line of possible leaders "well into the future".

Later, in his television interview, Mr Kohl said: "When I carry on, I carry on for the entire legislative period." But he failed to correct the impression that despite his success this week in rallying the party, he was capable of elementary bungling.

Communists' demand for reshuffle rejected

By Christy Freeland in Moscow

The Kremlin yesterday fiercely rejected Communist demands to expel radical reformers from the cabinet. In a further sign that the government has emerged as the winner in this week's political crisis.

Russia's leaders insisted they would stand by Anatoly Chubais and Boris Nemtsov, the reformist first deputy prime ministers who have drawn most of the ire of the left-wing dominated legislature. "That is no way to talk with the government, it is not serious," Victor Chernomyrdin, the prime minister, said after Communist leaders had demanded the dismissal of the ministers.

The staunch defence of the cabinet reform team followed suggestions by senior Communists that the government might avert a repetition of this week's parliamentary offensive by sacking Mr Chubais.

Victor Ilukhin, a hardline Communist leader, said his party might back off from a scheduled no confidence vote next week if the radical reformers were dropped from the government.

The no confidence motion was originally planned for this week, but at the last minute deputies delayed voting. "If the president were to change a few figures which, in our opinion, are largely unacceptable for Russia, then next Wednesday the voting could have a different character," Mr Ilukhin said. The government's rejection of the Communist offer was seen as a signal that Russia's constitutionally feeble legislature has been further weakened by this week's events.

Most analysts contend that having failed to vote on the no confidence motion this week, parliament would lack the nerve to press the issue next week.

NEWS DIGEST

Sinn Féin backs Irish candidate

The Irish Republic's presidential race took a fresh twist yesterday when Gerry Adams, leader of Sinn Féin, the IRA's political wing, voiced support for the Fianna Fáil candidate, Mary McAleese, a Belfast academic.

Although Mr Adams does not have a vote, his comments on RTE radio were seized on by the Fine Gael camp, with John Bruton, the former prime minister, describing it as "deeply disturbing". The Fine Gael candidate, Mary Banotti, was noticeably silent on the issue.

A poll on Wednesday put Mrs McAleese in the lead with 32 per cent, ahead of Mrs Banotti with 24 per cent. Labour's candidate Adi Roche on 13 per cent, and the independents, Derek Nally and the singer Dana, each on 7 per cent.

Mrs McAleese has spent the week distancing herself from allegations about links with Sinn Féin, after the leaking of a foreign ministry memo detailing her views on Northern Ireland.

John Murray Brown, Dublin

HUNGARIAN POLITICS

Nato vote may be scrapped

The Hungarian government looks likely to abandon a planned referendum on Nato membership after the Constitutional Court yesterday refused to rule on the referendum's legality.

Nato membership is supported by all the country's main parties, but the referendum, planned for November 16, had become mixed up with a much more controversial vote on foreign ownership of agricultural land.

Speaking before the court decision yesterday, Gyula Horn, the prime minister, said the government "cannot afford to risk the fate of the country's Nato membership. So if the November 16 referendum cannot be held because of the opposition, then as a last resort, the cabinet will decide on Nato membership without a referendum."

Hungary is due to sign initial membership documents with Nato on December 13, which

The country has the strongest public opposition to membership of all the former Communist states, although this has diminished in recent months because of an official pro-Nato propaganda campaign.

Although not legally necessary, a public yes vote has been viewed as an important argument in convincing sceptical US Senators of Hungary's commitment to the alliance.

Anatol Lénér, Budapest

SPANISH TRIAL

Tough line on 'dirty war'

The prosecutor in Spain's "dirty war" case yesterday demanded stiff jail sentences for José Barrionuevo, former Socialist interior minister, and 11 other officials and policemen for their alleged role in a 1983 kidnapping.

The date of the supreme court trial has still to be set, but it is expected early next year. An investigating magistrate completed his inquiry in April into the affair, regarded as the first action in a covert campaign by the so-called Anti-Terrorist Liberation Groups (GAL).

Mr Barrionuevo and Rafael Vera, a former state secretary, both face 23-year sentences on charges of gangsterism, illegal detention and misappropriation. The other defendants, including a former Socialist political leader in the Bilbao region, face between eight and 22 years. The prosecutor is also seeking Ptas36m (\$244,000) compensation for the victim of the kidnapping, who turned out to be the wrong man.

David White, Madrid

FRENCH MEDIA

Havas sells Le Point

The French media group Havas yesterday sold Le Point, the weekly news magazine, to François Pinault, the financier who controls the retail giant Pinault Printemps Redoute.

The sale for an undisclosed sum of the magazine, which has had financial difficulties, comes after intense debate over the political implications of its sale. Mr Pinault is said to be close to President Jacques Chirac.

However, Artemis, the family holding company of Mr Pinault, indicated that the new owner had been the preferred choice of Le Point's founding editor and management team.

Havas indicated last night that discussions were continuing over the sale of L'Express magazine, Le Point's stablemate, with among others the newspaper Le Monde. Both sales were triggered by a refocusing of Havas after Générale des Eaux bought a controlling shareholding in the group at the start of this year.

Andrew Jack, Paris

BOSNIAN SERBS

SFOR 'recruits' Cicero

American helicopters have dropped thousands of leaflets on Bosnian Serb towns urging support for leaders who co-operate with the international community, Nato-led Stabilisation Force (SFOR) said yesterday.

The 43,000 leaflets dropped on Tuesday also had an educational content, quoting philosophers including Cicero, Thomas Jefferson, Kant, John Locke and Voltaire on freedom and justice. Part of one leaflet, printed over the SFOR logo, reads: "Stability begins when each person decides to do their best to avoid violence."

Lieutenant Colonel Jim Cronin said the drop was organised as part of efforts by civil affairs SFOR teams to encourage democracy. He said dropping the leaflets from the air would mean getting to people who might not want to be seen talking to SFOR troops. "A lot of people are afraid to take things from civil affairs teams... In case their neighbours see," he said. In towns targeted by the drops, many Serbs say they regard the SFOR as an occupation force. text

AFP, Sarajevo

ECONOMIC WATCH

Swedish CPI jumps

Swedish consumer prices rose by 0.9 per cent last month, prompting warnings that the country's Riksbank might not be able to contain annual inflation below its 2 per cent target.

The Central Statistical Bureau cited increased prices for tobacco, clothing, travel and telephone equipment as the main factors behind the rise. That helped lift inflation in the year to October to 1.9 per cent, compared with 1.5 per cent in the 12 months to September and 1 per cent in the year to July 31.

HSBC James Capel pointed out that the inflation figures might have been worse had it not been for lower mortgage costs. It added: "On the basis of the EU harmonised measure of inflation, which strips out mortgage effects, Sweden now has the second highest rate in the EU." The EU harmonised price index shows Sweden's consumer prices rose 1.3 per cent in September, pushing raising the year-on-year increase up to 2.7 per cent.

Ten Burt, Stockholm

FINANCIAL TIMES
Published by The Financial Times (Europe)
GmbH, Niederungplatz 1, 60318 Frankfurt
am Main, Germany. Telephone ++49
69 150 150. Fax ++49 69 150 1401. Represented
in Frankfurt by J. Walter Brandt,
Wilhelm J. Bräse, Colin A. Kennedy as
Geschäftsführer and in London by David
C.M. Bell, Chairman, and Alan C. Miller,
Deputy Chairman. The shareholder of the
Financial Times (Europe) GmbH is Pearson
Group Holdings Limited, 3 Burlington
Gardens, London, W1X 1LE. Shareholder of this company is Pearson
plc, registered at the same address.
GERMANY:
Responsible for Advertising content: Colin
A. Kennedy. Printer: Henschel International
Verlags- und Druckerei GmbH, Adolfs-Heim-
straße 34, 63303 Neu Isenburg. ISSN
0174 7363. Responsible Editor: Richard
Lambert, c/o The Financial Times Limited,
Number One Southbank Bridge, London
SE1 9HL.
FRANCE:
Publishing Director: P. Maravall, 42 Rue
La Boétie, 75008 PARIS. Telephone (01)
5776 8254. Fax (01) 5776 8253. Printer:
S.A. Nord Estrie, 1501 Rue de Caire,
F-91000 Rouvray Cedex. Editor: Richard
Lambert. ISSN 1148-2753. Commission
Paritaire No 6789D.

SWEDEN:
Responsible Publisher: Hugh Cargrey 468
017 4008. Printer: AB Kvalitetstryckeriet
Expressen, PO Box 6007, S-250 06,
Jönköping.
© The Financial Times Limited 1997.
Editor: Richard Lambert, c/o The Financial
Times Limited, Number One Southbank
Bridge, London SE1 9HL.

مكاتبنا الجليل

NEWS: EUROPE

Galicia's lion fights to keep the left out of his den

David White on a veteran of the Franco era still flying the flag for Spain's conservatives

Vilalba, in Spain's rural northwest, already has a status of Manuel Fraga. The town's most famous native son stands in a square flanked by rose bushes. They put it up 27 years ago after his period of stardom as minister of information and tourism under General Franco. But Mr Fraga was not finished yet.

Election posters hanging from lamp-posts around the square show the same features, with the marks of his age crudely touched up. Mr Fraga, now almost 75, has spent the interim being ambassador in London, a minister again in the post-Franco transition, founder of the conservative Popular party, Spanish opposition leader, and lately president of his home region, Galicia. On Sunday he seeks a third term in elections to the region's parliament, the first electoral test for his party since it won national power in March last year.

What happens in Galicia,

solid conservative territory with some urban leftwing strongholds, may not apply to the rest of Spain. But this was the first region ever to vote for a PP administration, and the party badly wants a resounding victory to set it on the road to a general election, possibly within the next 18 months.

On his opponents' side, Sunday's ballot brings modern Spain's first experiment in a Socialist-Communist front, and a growing Galician nationalist movement which last year sent two deputies to the Spanish congress, the first time it has surfaced in national politics since the 1930s.

Since self-government in 1981, Galicia has been a PP fiefdom, with one shaky period which led to a two-year interlude of Socialist presidency. Mr Fraga ended that in 1989, sweeping into the presidential palace in Santiago de Compostela with an outright majority. He needs to keep that majority

now, since he has no potential ally among the other parties.

Of 2.5m eligible voters, one in 10 belongs to Galicia's far-flung emigrant community, from Argentina to Switzerland. Opinion polls suggest the PP will hold its place as by far the largest party, perhaps coming not far short of its 52 per cent score last time around, which brought it 43 of the 75 seats. Here in Lugo province, the poorest part of one of Spain's poorest regions, it has its strongest support, and the Socialists their weakest.

Mr Fraga intersperses his programme of electoral meetings with a punishing schedule of inaugurations – a public library here, a hospital there, this week a bus station. His Vilalba rally is held in a dishevelled, where a mostly middle-aged and elderly audience has waited patiently to hear him. Mr Fraga waddles up to the lectern, gives them an emotion-

The Spanish government's Catalan ally has called for a new regional financing system starting in the year 2001. Reuters reports from Madrid. The Catalan leader Jordi Pujol was reported yesterday to have told the regional parliament: "We still do not have an equal financing system, and this does not suit a society and a country like Catalonia."

Last year the new Popular Party minority government agreed new deal to give regional governments 30 per cent of income taxes paid in their regions.

A week ago Catalan nationalists pledged to support the government of Jose Maria Aznar, the prime minister, until at least January 1999.

packed seven minutes and is off. A one-time belligerent Spanish nationalist converted into a regionalist, he makes his speech in the Galician language, *de rígueur* nowadays.

He is known as the Lion of Vilalba, and this is his den. In the last regional election in 1993, the PP's

Fraga: not finished yet



tone. "Sheep's clothing," Mr Fraga says.

After Vilalba, Mr Fraga clashes with Mr Beiras in the nearby city of Lugo. The PP cannot use the sports hall, scene of a famous Fraga rally in the first post-Franco general elections 20 years ago, because the BNG has bagged it. Mr Beiras, who draws a younger crowd, tells his audience Mr Fraga cannot win without resorting to "old methods" – referring to the custom of busying rural voters to the polling stations.

"Fraga will win," says Ricardo López, a student, "because there are more old people than young people, and they're all PP."

But the PP has no regional successor in sight with anything like Mr Fraga's stature. Mr Fraga originally said he would not stand again, and then changed his mind. It was the only way the party could be confident of maintaining its hold. But it looks as if a victory on Sunday would give it only a temporary prolongation – in a region it has long regarded as a heartland.

Spain's miracle, Page 14

New Polish PM pins coalition hopes on economic growth

By Christopher Bobinski in Warsaw

Jerzy Buzek, the chemical engineering professor who is expected to be nominated as Poland's next prime minister today, hopes future economic growth will both keep his supporters happy and finance an ambitious reform programme.

But in the meantime, Mr Buzek has some delicate political negotiating to do as he tries to put a government together after the defeat of the coalition led by the former Communists in elections last month.

While initial interviews show that Mr Buzek is already thinking ahead to the challenges of government, he still faces the difficult task of putting together

a cabinet. Mr Buzek's candidacy has the support of the pro-business Freedom Union (UW), the potential coalition partner of his own party, Solidarity Electoral Action (AWS). The AWS has 201 deputies in the 460-seat Sejm, the lower house of parliament, while the UW has 60 deputies. But even though Mr Buzek has said that he wants Leszek Balcerowicz, the UW leader to be both finance minister and a deputy premier, deep differences continue to plague talks between the AWS and the UW.

The two parties are split on the division of cabinet seats, as well as posts such as the leaders of the Sejm and the Senate, the upper house.

Even when a cabinet is in

place it will face big spending constraints. Mr Buzek has said he will keep to a target budget deficit set by the outgoing government of 1.6 per cent of GDP for 1998. This is much less than the deficit of 2.3 per cent of GDP Poland is expected to notch up this year.

At the same time the AWS promised in its election manifesto that it would be spending more money on the social services and an 18-month-old campaign by doctors for more pay is currently coming to a head. Mr Buzek is also committed to finding money for decentralising local government and generous redundancy packages for miners promised under AWS plans to close loss-making pits.

Mr Buzek's impulse may

be to look to the European Union, with which Poland starts accession talks next February, to provide funds to ease the restructuring of Poland's heavy industries and its overmanned agriculture sector.

He hinted yesterday at divisions in a future government coalition when he said that UW Mr Balcerowicz's party "puts too great importance on uncompromising economic action and pays too little attention to the social sphere".

Mr Buzek and his AWS colleagues remember that it was the pain caused by Mr Balcerowicz's successful free market reforms during his last term as finance minister which led to the downfall of the Solidarity government in 1993.

Environmentalists get senior jobs in new Oslo government

By Tim Burt in Stockholm

Kjell Magne Bondevik, prime minister of Norway's centre-right coalition government, yesterday unveiled a cabinet in which the ministries of finance and energy will both be held by a pro-environmental party.

Although the 19-strong cabinet is dominated by members of Mr Bondevik's Christian People's party, analysts were surprised that the Centre party, which advocates cutting oil production and favours tough environmental legislation, would hold two of the most important portfolios.

The Centre party, which saw its share of the vote fall from almost 17 to 8 per cent in last month's election, has



Bondevik: new premier

exporter of crude after Saudi Arabia.

Marit Arnstad – the Centre party MP who will run the ministry of oil and energy – wants to delay Norway's 16th licensing round for new exploration fields. She also supports plans to ban drilling in the Skagerrak area, the main seaway between Norway, Denmark and Sweden.

Ms Arnstad is one of six Centre party politicians in Mr Bondevik's cabinet, along with Gudmund Restad, who will become finance minister when the government takes office today.

The new coalition – the Centre Party, the Liberals and the Christian People's Party – was invited to form a government earlier this

week following the resignation of the Labour party. Nevertheless, Labour MPs will still outnumber coalition MPs in the Storting, where the new government commands only 42 of the 165 seats.

Many analysts believe the government's fragile minority will prevent it pushing through controversial legislation – including the proposed cut in oil output.

Knut Vollebaek, of the Christian People's party, was yesterday named minister of foreign affairs, while his party colleague, Dag Jostein Fjærvoll, was appointed minister of defence. Hilde Frafjord Johnson, also of the CPP, was confirmed in the new post of minister of development and human rights.

SIEMENS NIXDORF

most wanted European PCs

01SCENIC66/97

01SCENIC66/97

So, we confess to being Europe's most wanted brand of Personal Computer.

But how did we get ourselves in this situation? Was it durability, security features such as a chipcard reader for user identification, or simply because SCENIC desktops and notebooks are so networkable? We plead guilty on all counts!

More relevant information at <http://www.sni.de/pc> Is there anything else we can do for you?

Personal Computer
Siemens Nixdorf: User Centered Computing



Japan plans to sort out its property mess

Japan's ability to tackle its deflated property market is crucial to economic recovery. A package to be unveiled early next week will contain tax reforms and deregulation designed to stimulate investor interest and relieve the financial and construction industries of their burden of non-performing property assets. Michio Nakamoto reports

For seven years, Japan's property policies have had one objective - to undermine land prices. Early next week, the government is expected to put those policies in reverse.

The problem has been that efforts to end the property market asset bubble have proved all too successful. Between 1990 - the market's peak - and 1995, the value of real estate assets of individuals has fallen ¥379,000bn (\$3,157bn), and that of property held by the corporate sector by ¥171,000bn. Combined, those figures equal 109 per cent of Japan's 1996 gross domestic product. The market has continued to deteriorate since then.

"The problem with the Japanese economy," Ryutaro Hashimoto, the prime minister, acknowledged earlier this month, "is that property is not moving."

Although interest rates are at an historic low, construction and property companies are reeling under the burden of the debts acquired during the property boom of the late 1980s.

The banking sector, which lent to them, is also in serious trouble. Non-performing assets, most of which are real estate loans, are an estimated ¥100,000bn, according to Takashi Hashimoto, industry analyst at Salomon Brothers in Tokyo.

At the moment there is simply not enough liquidity

in the property market. Until a significant number of transactions take place, the actual value of property assets will remain obscure. So too will the scale of the banks' bad debts. In the meantime, the banks' poor performance combined with individuals' personal losses continue to hold back the economy.

To address these problems, the ruling Liberal Democratic party is considering a range of measures, including land tax reform, deregulation of zoning rules and special tax measures to encourage the emergence of a market in property asset-backed securities.

The business community believes tax reform, in particular, is crucial to reduce the financial burden of investing in property. Calls are being made for abolition of the land value tax, at 0.15 per cent, a reduction in the fixed asset tax at 1.14 per cent and in the capital gains tax, which amounts to between 5 and 15 per cent for corporations and 20 and 32 per cent for individuals.

Steps to allow full-scale securitisation of property assets could create a market worth tens of billions of yen. "If Japan were to have a real estate securitisation market of the same percentage of GDP as the US, the size of the market would be ¥12,600bn, 21 times the current level," notes Steven Weller, industry analyst at

Jardine Flemings in Tokyo. Nevertheless, in spite of all the talk, it is still far from clear whether the Japanese government in fact has the will to push through reforms that could prove to be controversial.

Until earlier this year, it was still firmly committed to a policy of pricking the property bubble. The goal was to ensure that rising asset values did not create social inequalities as the gap between those who owned property and those who did not widened. The government's aim was not only to stop speculation, but to bring property prices down to a more affordable level for the average Japanese family.

Strict regulations adopted during the speculative excesses of those years have yet to be lifted. These include punishingly high taxes on property transaction, investment and ownership.

Few people would question the effectiveness of these measures. Japanese land prices have fallen for six consecutive years, with prices in the leading urban areas falling for seven years in a row. In Tokyo, commercial property values are now 70 per cent below their peak in 1990, while residential land is down 45 per cent.

It is ironic that the government's goal of reducing land values in order to make property more affordable to

the common man has hurt many homeowners who bought their homes on borrowed money.

There is little doubt of the need for action. Although demand has started to pick up for prime commercial and residential sites, prices for less attractive plots have continued to fall, suggesting that there is a growing polarisation of demand.

What's more, there are lingering concerns that future supply of land could outstrip demand. A combination of the shift of manufacturing overseas, increasing conversion of farmland for housing, and an expected surge in office supply from 2001 continue to fuel those concerns.

"We believe that demand for property has not materialised for a variety of reasons which continue to put pressure on the market," says Katsuchi Imai, in charge of land and agriculture issues at Kaidanren, the leading business federation.

The problem for the government is that it is committed to fiscal rectitude and there is an unwillingness to reduce tax revenues. Its reluctance to implement reforms that could cut tax revenue do not bode well for bold action.

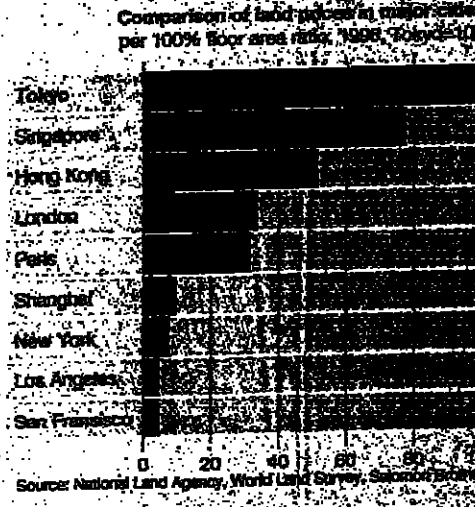
The package next week will set the direction, but it is likely to be some time before the property market begins to recover, let alone provide a stimulus to the rest of the economy.

After the bubble

Key elements of the package

- Land measures
 - Land transactions to be reported to authorities after trade takes place, not before
 - Repeal four special restrictions for new condominiums in big cities
 - Repeal payment for public works projects after next fiscal year
 - Abolition of freezing the national land use and planning regional use on metropolitan and land use
 - Repeal rules on creation of special zones
 - Repeal rules on securities and other land use
- Housing measures
 - Repeal rules on slightly increased tax credits for home buyers
 - Repeal rules on rental income
 - Repeal rules on housing loans for the first time

Source: National Land Agency, World Land Survey, Salomon Brothers



Land prices in Tokyo peaked in 1990 and fell sharply. Commercial land prices were also high but fell less sharply than residential prices.

Credit move irks Vietnam bank

By Jeremy Grant in Hanoi

Vietnam's flagship bank, Vietcombank, was yesterday forced to defend its already bruised image abroad after the German government decided to withdraw export credit cover to the bank amid fresh concerns over the health of the country's ailing financial system.

Hermes, the export credit agency, said it had ceased offering German exporters insurance for trade deals involving Vietcombank, a state-owned bank that foreign bankers regard as a quasi-sovereign risk, as creditworthy as the government itself.

"I can confirm that we are off cover for Vietcombank for future contracts. The reason is that there are outstanding arrears on letters of credit payments," an official at the Hamburg-based agency said.

However, Vietcombank hit back at the ruling, saying it appeared to be based on a series of letters of credit defaults four months ago that shook confidence in Vietnam. They had since been repaid.

"This is not today's problem. It's yesterday's problem. I don't know why they're still concerned with defaulted LCs because we have solved everything," said Vu Viet Ngoc, Vietcombank deputy director general. The bank would seek a reversal of the decision through the German embassy in Hanoi.

Some foreign bankers were taken aback by the Hermes decision, saying the bank had improved its payment record. "I'm surprised that they have junked Vietcombank as they seemed to be getting their act together," said Klemens Burkart of Germany's BHF Bank in Ho Chi Minh City.

Vietcombank is the only local bank with a presence abroad and yesterday opened an office in Singapore.

Nevertheless the Hermes move comes as bankers fret over a further slew of letters of credit payments falling due in the next three months. A devaluation of the non-convertible dong this week made it more expensive for Vietnamese banks to pay hard currency debts.

Economists have said total outstanding debts amount to about \$1.3bn, some of which includes deferred LCs owed largely to Korean and Japanese creditors.

Much of the debt is owed by small, semi-private banks in Ho Chi Minh City and stems from fraudulent trade deals resulting in jail sentences for bank and company officials.

But one foreign banker said that state-owned banks had "their fair share of defaulted LCs" and that provincial branches of Vietcombank had been known to default regardless of policy at headquarters.

Hanoi recently ordered traders and banks to pay all foreign debts. But another banker said: "What worries me is that it [the order] doesn't say what the bank can do if it can't meet its obligations."

Securitisation is the new buzzword

Banks' reluctance to sell land at a loss may inhibit assets-for-bonds scheme

This autumn an unlikely new buzzword is provoking a wave of excitement in Japan's ailing property market: "securitisation".

The US-originated concept, which entails restructuring assets into bonds, has traditionally been almost invisible in Japan.

For though the country has a limited market in asset-backed securities in such items as cars, the real estate sector is almost non-existent.

However, officials are now drawing up plans to encourage the practice - and argue it could provide the trigger that would transform the property market.

Jardine Flemings, the securities firm, thinks that the potential real estate securitisation market could grow from almost nothing to ¥13,000bn (\$107bn) in the next few years. But behind all the hype, one fundamental uncertainty remains: can the concept ever take off in Japan?

On paper, the logic is certainly attractive. A key factor dragging Japan's property market down is the huge property-related bad loans held by financial insti-

tutions, including banks. With Big Bang looming, the banks need to clear these bad loans. And some appear to have started: the Bank of Tokyo-Mitsubishi, for example, recently announced ¥1,076bn provisions for bad loans.

But so far these "provisions" have primarily been an accounting illusion. For the banks have been slow to realise the losses by calling in the loans or selling the property collateral.

This is partly because it is still very difficult to find enough investors prepared to buy land, at anything other than severely discounted prices.

Securitisation could change this. What happens is the bank moves the property-backed loan to a special-purpose company. This company then uses the property as an asset against which it issues bonds, which are then sold to a range of investors. The price of those bonds would, among other things, reflect the quality of the diversified loan portfolio that is being securitised.

This has a crucial advantage: it broadens the number of potential investors. Bonds

and equities can be turned into mutual fund products, for example, which can be sold to retail investors. In theory this makes it easier for the banks to sell the loans, and so leads to a more liquid market.

This logic has worked elsewhere. Securitisation, for

example, helped the US financial sector to clear bad loans from its 1980s banking crisis. And Japanese officials argue that this US experience could be a useful precedent for Japan.

This may be over-optimistic, however. For in practice the country still has a myriad of obstacles that hamper the market.

The government is

addressing some of these: it plans, for example, to remove restrictions that make it hard to establish domestic special-purpose companies.

But progress on others is patchy: it remains unclear, for example, whether the government will implement the radical tax reforms needed to make securitisation truly attractive.

The country also lacks the type of efficient and advanced legal system that is needed for a large securitisation market. As one US official says: "Working through defaults and collecting collateral can require litigation, but Japan has a crying shortage of lawyers."

But the most fundamental problem is the attitude of the banks. For in spite of public pledges that they want to clear their bad loans, many still seem reluctant to sell property - with or without securitisation.

As one western banker who has been trying to structure securitisation deals in Tokyo recently says: "It is frustrating - we have lots of clients who want to invest in this area, but we just cannot

get the banks to sell."

This may reflect traditional corporate culture. Securitisation forces banks to realise losses in a transparent manner. As an official at a leading Japanese broker says: "Bank staff here do not usually want their name to become linked to large losses."

But the banks also have motives for waiting. If property prices recover in the coming years, their losses on the collateral will fall. And with interest rates so low in Japan, there is little financial penalty for inaction.

Most analysts think this will change over the next five years. And some deals have recently emerged. Sanwa Bank, for example, has conducted a ¥30bn securitisation of bad property-related loans, while Goldman Sachs recently organised a ¥40bn deal with Sumitomo Bank.

But few expect a rapid revolution. Securitisation, in other words, is unlikely to provide an easy or rapid elixir to Japan's immediate economic problems this autumn.

Gillian Tett

CASE STUDY

Ginza store sits on a fortune

The discreetly elegant facade of the Komatsu store in the heart of Tokyo's Ginza district masks the extraordinary wealth concentrated just beneath the unassuming building.

The Ginza Komatsu store sits on Japan's most expensive plot of land. At ¥12.8m (\$106,000) per square metre, the site of the Komatsu building is hardly cheap.

Nevertheless, compared with the frenzied days of the bubble economy, the plot's value has plunged to about third of what it was in 1993, when a square metre of land under the store would have fetched ¥34.5m.

The fashionable shoppers and high-flying businessmen walking past the building's glass-fronted entrance or enjoying a break in the ground floor coffee shop could hardly be bothered by the decline in the fortunes of the Komatsu Store, which owns the land.

For those who are ready to pay ¥650 (\$5.40) for a cup of regular coffee or ¥800 for a sip of Russian tea, it is the

aura of wealth that still pervades the store that counts.

The Bird of Paradise flower arrangements, the foreign designer names and swanky sales girls clad in black suits manage to create the atmosphere of exclusivity they seek.

But in a stark reminder of the post-bubble gloom, the store's expensive boutiques were practically deserted on a recent weekday afternoon.

There were no shoppers to solicit the services of the elegant sales ladies in the Patricia Underwood store, where a hat on display for ¥38,000.

Sales attendants were at a loss to occupy themselves on the upstairs floors, where a Vivienne Westwood coat was available for ¥150,000 and a brown pair of Genny trousers commanded ¥120,000.

Not surprisingly, Komatsu Store is under pressure to revive business, which may be hurting it more than the fall in the value of its land holding. Since 1994, it has made net losses on sales of nearly ¥2bn.

Taiwan tries to calm financial markets

By Laura Tyson in Taipei

Taiwan yesterday unveiled measures to stem a slide in share prices and calm financial markets upset by Asia's currency woes, falls on Wall Street and the forthcoming US-China summit.

The central bank cut commercial banks' required reserve ratios to ease a financial liquidity squeeze and raised a 25 per cent ceiling on foreign investment in domestic shares to 30 per cent. The cap on foreign holdings in any single stock rises from 10 per cent to 15 per cent.

Earlier yesterday, the finance ministry announced it would speed up

its review of mutual fund applications and allow foreign funds to invest in local futures trading.

The moves are designed to boost flagging investor sentiment in Taiwan's retail-dominated stock market and restore calm to turbulent foreign exchange and money markets, but the impact will likely be short-lived.

Share prices tumbled 3.2 per cent, plunging below a 6,000-point psychological barrier. In a sign that the stock market's bull run this year may have reversed, the electronics sector that fueled the rally fell 5.3 per cent yesterday.

Liang Cheng-chin, deputy central

bank governor, declared the Taiwan dollar "under-valued" and vowed to maintain "stability" of the local currency in the face of "abnormal expectations", saying this was the government's top priority. The Taiwan dollar has come under increasing pressure amid falls in currencies across the region, but the central bank has repeatedly promised to defend the currency.

Concerns are growing that Taiwan exports may lose competitiveness against those of neighbouring countries, most of whose currencies have plummeted against the US dollar in recent months and whose exports have, in consequence, gained price

competitiveness. Nonetheless, the central bank has intervened in the foreign exchange market in recent weeks to support the Taiwan dollar and the currency even appreciated somewhat against the US dollar.

Shen Yuan-dong, central bank governor, told parliament earlier this week the bank had spent US\$4bn-US\$5bn defending the Taiwan dollar, but he did not specify over what time frame the funds were deployed.

The stock market reached a seven-year high of 10,116.94 on August 26. But since then, the index has fallen 21 per cent and the bellwether electronics sector has fallen 23 per cent. World Stock Markets, Page 36

Indonesia to offer investors tax breaks

By Sander Thoenes in Jakarta

Indonesia is poised to give corporate tax holidays to large investors in spite of an expected shortfall in tax revenues, a senior official said yesterday.

Sanyoto Sastrowardoyo, minister for investment and procurement, said 19 domestic and foreign companies had applied for corporate tax holidays of up to 10 years. Some holidays would be announced "within the

coming weeks," he said. Indonesia awarded tax exemptions to six companies last month, just as the government announced drastic budget cuts in response to a sharp depreciation of the rupiah. Indonesia's finance minister, Mar'ie Muhammad, warned last month that Indonesia faced a budget deficit of Rp9,200bn (\$2.7bn) - partly because of reduced tax revenues as companies have been hurt by depreciation and tight liquidity - unless further budget

cuts were implemented. The tax holidays, which have yet to be quantified in public, have been controversial as they were awarded mostly to close associates of President Suharto.

They are unlikely to please the International Monetary Fund and the World Bank, which have sent a team to Jakarta to draft an assistance program tied to conditions of monetary and economic reform.

Mr Sanyoto insisted the tax exemptions would only

be awarded to investments which created jobs, boosted exports and involved high technology. "If we don't give them tax holidays, they will go to another country."

Mr Sanyoto said investment would drop significantly this year, partly because of the currency crisis, which has seen the rupiah fall by 32 per cent against the US dollar since August.

He added that the Investment Co-ordinating Agency, which he heads, had

approved Rp9,600bn worth of domestic investment projects to date, and \$24.9bn in foreign investments. Mr Sanyoto said foreign investment approvals would be down 12 to 15 per cent this year while domestic approvals would rise slightly.

But only half of the approved projects went ahead last year, and Mr Sanyoto said "we could not expect this percentage this year because of the scarcity of rupiah and the high interest rates."

Mandarin Oriental, Manila.

A cocoon in the centre of Makati.

Where to find the rest of the World's Finest Hotels & Resorts

- The Oriental, Bangkok
- Kahala Mandarin Oriental, Hawaii
- Mandarin Oriental, Hong Kong
- Mandarin Oriental, Jakarta
- Mandarin Oriental Hyde Park, London
- Mandarin Oriental, Macau
- Mandarin Oriental, San Francisco
- The Oriental, Singapore
- Hotel Majapahit, Surabaya
- Hotel Bela Vista, Macau
- Mandarin Oriental, Kuala Lumpur (1998)



Tel: (081) 461 26 67 (toll free) • Fax: (081) 461 76 47 (toll free) • Germany 01 30 81 40 67 (toll free) • Spain 900 99 32 67 (toll free)
The Leading Hotels of the World, U'll International, or your travel professional.
www.mandarin-oriental.com

هكسان المجلد

EU to consider banana options

By Frances Williams
in Geneva

The European Union yesterday told the World Trade Organisation it would change its banana import licensing regime in line with its "international obligations", following a WTO ruling that the regime violates fair trade rules.

However, to the irritation of the US and the four Latin American nations that brought the original complaint, Brussels did not say how or when this would be done.

Addressing a meeting of the WTO's dispute settle-

ment body, Roderick Abbott, EU ambassador in Geneva, said Brussels had begun to examine all possible options for reforming the system.

However, given the issue's "extreme complexity", the EU would need a "reasonable period of time" to comply with the WTO's ruling. In WTO terms, this means up to 15 months from adoption of the ruling on September 25.

A neutral WTO panel, supported on appeal, said the EU's banana import regime unfairly discriminated against Latin American producers and marketing companies in the allocation of

import licences. However, the EU could continue to give preferential tariffs for bananas from African, Caribbean and Pacific (ACP) nations to fulfil its trade obligations to these countries under the Lomé Convention, which is covered by a WTO waiver.

Caribbean nations argue that tariff preferences will not be enough to prevent devastation of their banana-dependent economies by a change in the import licensing system. At the same time, the US and the other complainants - Ecuador, Guatemala, Honduras and Mexico - have made clear

they want the regime dismantled and will not settle for compensation.

The EU, whose member states are split on the issue, plans to consult with Washington, Latin American producers and the ACP states on what to do next, a process that could take several months.

The dispute settlement body also:

- Set up a panel to examine complaints by the US and EU that South Korea's taxes on spirits discriminate against imports;
- Set up a panel at the EU's request on India's failure to comply fully with the WTO's

intellectual property agreement. India appealed earlier this week against an adverse panel ruling following a similar complaint from the US;

● Set up a panel on an EU complaint regarding Argentina's textiles tariffs. This too is already the subject of a US-instigated panel set up in February whose confidential interim report circulated last week is said to have found against Argentina.

First requests for panels on Chile's alcohol taxes by the EU, on India's poultry import controls by the US, and on Japan's quarantine regulations for fruit, also by the US, were turned down.

EU urges US to be flexible on Cuba trade law

By Neil Buckley in Brussels

European Union states yesterday agreed that transatlantic talks to resolve a row over US extra-territorial trade laws should continue, but urged the US to show "greater flexibility".

EU ambassadors meeting in Brussels agreed a statement expressing disappointment at this week's failure to reach agreement between the two sides, and called for a "time for reflection" to allow the US to come up with new ideas.

But they said talks should continue - despite calls from some countries, notably France, for negotiations to be broken off.

US officials also said that Alan Larson, assistant secretary of state for economic and business affairs, who headed the US delegation, would recommend to Washington that talks should continue.

The ambassadors were meeting less than 24 hours after the latest round of EU-US talks broke up on Wednesday night without agreement on a way to defuse the transatlantic dispute over the US Helms-Burton anti-Cuba law.

No common document was agreed between the two sides, despite the passing of a deadline for agreement at midnight on Wednesday, set six months ago.

It was then that the EU suspended a challenge in the World Trade Organisation to the US legislation, aimed at barring companies from acquiring or dealing in former US assets expropriated by Cuba.

The statement agreed yesterday said the EU still reserved the right to re-activate its WTO challenge if any European companies were affected by the law.

But European Commission officials said they had no immediate plans to go back to the Geneva trade body, unless progress towards a broader transatlantic agreement on how to deal with the problems of expropriated property and conflicts of jurisdiction broke down.

Both sides insisted that the gap between the two sides had been narrowed, but admitted that significant differences remained.

One is thought to have been over the US insistence that "problem" states such as Cuba should be subject to specific treatment, on top of any agreed international ban on investment in illegally expropriated property.

The US also continued to exclude any legally binding prohibition on trade laws that might have an extra-territorial effect - as called for by the EU.

But some progress was made on a US proposal for a high-level consultation mechanism, to pinpoint potential problems and deal with conflicts of jurisdiction.

Talks are expected to resume next week in the margins of a meeting at the Organisation for Economic Co-operation and Development in Paris on a new multilateral agreement on investment.

Fillip for talks on financial services

By Frances Williams
in Geneva

Indonesia and Brazil have pledged to submit new offers next month to open their financial services markets to foreign competition, and Malaysia has also indicated it is preparing an offer, according to trade diplomats.

Good offers from these important emerging markets are seen as essential for World Trade Organisation talks on liberalising banking, insurance and securities markets worldwide to succeed by the December 12 deadline.

So far 34 countries, counting the European Union as 15, have submitted new or revised market-opening proposals in the current negotiations, which resumed in April. Others are expected to table offers today when financial services negotiators meet at the WTO to take stock of progress in this week's bilateral negotiations.

Trade diplomats yesterday were cautiously optimistic about the prospects of success but warned that time was short. Concern has centred on south-east Asia, where currency turmoil since the summer has

increased the reluctance of countries in the region to do anything that might increase financial instability.

The US, which walked away from an interim financial services deal in 1995, has said it must have improved offers from south-east Asia, as well as key markets in Latin America - but in contrast to two years ago is now showing considerable flexibility on such issues as staging and safeguards against unexpected disruptions in financial markets.

US officials said yesterday that they had received "some positive signals" this week and that the countries

of south-east Asia were clearly engaged in the negotiations.

Among Asean members, only Singapore, less affected by the currency crisis, has so far tabled an offer. The Philippines, which had indicated in September that an offer would be forthcoming soon, has not delivered.

However, Indonesia and Malaysia may have decided that a global financial services deal could help them through the financial crisis by boosting the confidence of foreign investors. "They want this under their belt to help get the financial crisis behind them,"

said one trade official.

Sources close to the talks said the Indonesian offer might include a commitment to guaranteeing existing foreign stakes in the insurance sector that go above the 49 per cent limit for foreign participation.

Guaranteeing existing investments, or "grandfathering", is one of four demands the US is making in these talks, the others being the right to establish in foreign markets, the right to own a majority stake in domestic companies and the right of foreign firms to be treated on an equal basis with domestic ones.

NEWS DIGEST

Porsche sidelines Japanese partner

Porsche, the German luxury sports car maker, plans to take direct control of the import and sale of its vehicles in Japan - its second most important export market after the US. Its local partner, Mizuwa Motors, has responded with legal action.

Wendelin Wiedeking, Porsche's chairman, said the decision was in line with the company's global strategy of strengthening its overseas operations. The company plans to increase its sales in Japan from 2,000 to 2,500 cars by the year 2000 and to 4,000 over the medium term, Mr Wiedeking said.

Mizuwa, which relies heavily on Porsche business, has filed an injunction claiming that Porsche's action was unjustified. Porsche said it had acted according to the terms of its contract with Mizuwa, its partner for 45 years, and had told Mizuwa two years ago that the contract would be terminated at the end of 1997.

The German company, which expressed surprise about the legal action, has offered Mizuwa a continuing dealership role in Japan, as well as financial compensation for the loss of the import business. Porsche said it already had its own sales subsidiaries in the US, the UK, Italy, Australia and Spain. It also plans to set up new regional offices in the Middle East, south-east Asia and South America.

The company sold around 32,000 cars last year, of which nearly 10,000 went to the US.

Michio Nakamoto, Tokyo and Andrew Fisher, Frankfurt

POLISH MOTOR INDUSTRY

Go-ahead for Hyundai plant

Poland's outgoing government has given Hyundai, the Korean industrial conglomerate, permission to start tariff-free car assembly, despite protests from other foreign car manufacturers, notably Daewoo, which have made major investment commitments in the country. The car manufacturers are arguing that the fledgling domestic market should be protected until the end of the century.

Hyundai plans to assemble an initial batch of 1,000 cars in Poland and says 10,000 will be assembled next year. The cost of a five-year plan for the project is set at \$120m. However, Hyundai has said it would be willing to invest \$10m in car manufacturing in Poland, should "market conditions permit". Hyundai, hampered by high import tariffs, sold a mere 1,700 cars last year in Poland - about 1 per cent of market share in its target segments.

Hyundai's local partner is Sobieslaw Zasada Centrum, a listed company specialising in the motor industry which has been working with Mercedes of Germany on joint local assembly of vans. The Polish company also makes buses and trucks for the local market.

Hyundai has told the Polish government that it is also considering investments in the country's steel, electronics, shipbuilding and construction industries.

Christopher Bobinski, Warsaw

TRADE IN CATTLE PRODUCTS

EU vets defer tallow decision

A dispute between the European Union and the US over trade in derivatives of tallow, a cattle product, looks likely to be prolonged after EU veterinary experts yesterday deferred a decision on what advice to give until next month.

The delay will disappoint the US, which is anxious to negotiate removal of an EU ban on specified cattle products before its implementation on January 1. It says billions of dollars worth of trade is at risk since cattle products including tallow are used in a wide range of industries. The EU ordered the ban amid fears that BSE or "mad cow" disease could kill people.

Michael Smith, Brussels

TURKISH CONSTRUCTION

Kvaerner wins bridge contract

A consortium led by Kvaerner, the Anglo-Norwegian construction group, has won the concession to finance, build and operate the world's second longest suspension bridge, part of the \$1.5bn Izmit Bay crossing in Turkey.

The 3.3km bridge located at the eastern end of the Sea of Marmara, 50km from Istanbul, will form part of a spur from the Istanbul-Ankara highway providing access to the south-west of the country.

The consortium, which includes Japanese trading houses Itochu and Marubeni, Japanese contractors IHI, MHI and NKK, and Enka, the Turkish contractor, have won a 27-year concession to operate the bridge and an associated 40km highway. It said the toll cost for a car would be equivalent to \$11 at 1996 prices.

Financial close for funding is expected to take place by the end of next year.

Andrew Taylor, Construction Correspondent

India seeks bids for a telecoms partner

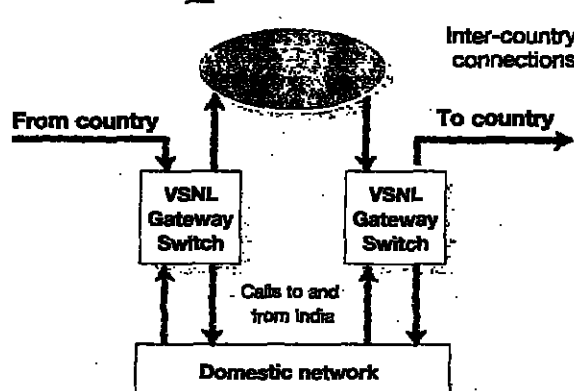
By Mark Nicholson
in New Delhi

Several of the world's biggest telecom companies are today expected to submit bids to partner VSNL, India's state-owned international telecoms operator, in a \$500m venture to turn India into a telecommunications "hub" for Asia and the Middle East.

India's Telecom Commission, the responsible ministry, has solicited tenders for the project from at least 20 global telecoms groups, including NTT of Japan, AT&T and Sprint, the US international operators, Singapore Telecom, Deutsche Telekom, France Telecom, Telecom Italia and Hong Kong Telecom.

One certain bidder when the tender deadline closes this morning is British Telecom-MCI, the Anglo-American telecoms alliance, which originated the concept of developing India as a telecoms hub in alliance with VSNL in the first place. A BT-MCI consortium, also including Marubeni, the Japanese trading house, and IL&FS, an Indian infrastructure finance institution, raised the idea almost two years ago in talks with VSNL and appeared until earlier this year to be moving towards forging a formal alliance to create the "hub" - which would create a high-speed, fibre-optic based telecoms backbone through which India would become a regional communications centre.

However, though VSNL was enthusiastic about partnering BT-MCI and the Indian government liked the scheme, there was political, corporate and bureaucratic opposition to allowing BT-



MCI to proceed without competitive tendering for the project. The government in the summer therefore decided to invite other telecoms groups to tender for the project - a move which prompted B.K. Syngal, VSNL's chairman, to accuse vested interests of seeking to derail the original project.

The hub would aim to replace bilateral telecoms agreements between India's South Asian and Middle Eastern neighbours, offering its high-speed link as a cheaper, faster network for routing regional calls. The hub consortium would earn agency fees on the additional resulting traffic flows. Indian industry estimates have suggested the hub could raise more than \$80m a year in foreign exchange earnings, a BT spokesman said.

The proposed Indian hub would be the first such in the world. The Indian government would hold no less than 50 per cent of the venture.

A.V. Gokak, chairman of the Telecom Commission, has likened the hub to an airport transit lounge through which traffic would

flow without direct contact with the country's existing infrastructure.

The distinction is politically important in India, where current government policy extends a monopoly over long-distance telephony to state providers until 1999, and a monopoly on international calls to VSNL until 2004. Some critics of the hub project have argued that it would hand the winning foreign bidder a powerful strategic position once India liberalises international telephony.

BT-MCI, which says it "welcomes" competition for the project, will resubmit its original blueprint for the scheme. "There are some very strategic parts of the world and it seems to us that India has an opportunity to be a hub, not only for South Asia but for all of Asia," said Richard Slogrove, BT's director for global marketing.

BT has already invested \$100m in India, where it has a software joint venture with Mahindra & Mahindra, the diversified Indian corporate house, and an equity stake in Airtel, the Delhi cellular operator. Telecoms, Page 20

US drugs sales grow rapidly

By Daniel Green

US drugs sales are growing almost four times as fast as those in Europe, underlining how much the shape of US healthcare is changing.

US drug sales in the year to August 1997 were worth \$65bn, an increase of 14 per cent on the year to August 1996. Sales in the seven biggest European markets, by contrast rose only 4 per cent, to \$54.3bn.

The findings, published by specialist pharmaceuticals market researchers IMS International, suggest that a sharp increase in US sales by drugs companies reported so far this year is set to continue.

These gains appear to be driven by the growth of "managed care", in which the management of health-care is contracted out to third party companies called health maintenance organisations (HMOs).

HMOs have concentrated their efforts on cutting hospital stays and doctors' visits, and one method of doing this is to prescribe more

World retail pharmacy purchases year to August 1997 (\$m)

	US	Japan	Germany	France	Italy	UK	Spain	Canada	Netherlands	Belgium
Cardiovascular	11,589	7,372	2,445	2,180	2,011	1,428	1,008	882	419	418
Anticancer	10,608	7,243	2,445	2,180	1,375	1,427	783	610	411	270
Central Nervous System	12,585	7,205	2,293	2,180	1,967	1,155	868	628	243	815
Anti-infectives	6,570	6,259	1,241	1,076	1,221	462	557	299	127	230
Respiratory	2,788	2,388	1,058	1,058	1,076	1,096	592	578	228	201
Musculo-skeletal	2,457	3,112	705	684	496	440	244	171	64	93
Endocrine	1,125	995	888	1,058	431	472	184	215	111	67
Others	10,061	13,789	2,697	1,851	1,576	888	778	642	304	265
Total	61,108	54,300	14,241	12,812	12,812	7,738	4,810	3,857	1,806	1,809
% Change	14	0	1	2	7	8	8	8	4	4

*Change against capacity movements

Source: IMS International

drugs. Even expensive drugs are cheap by comparison with an overnight hospital stay.

The IMS report shows that drug growth varies widely within Europe. Faster growing are the UK and Spain, both rising 8 per cent to \$7.4bn and \$4.9bn respectively. The changes exclude exchange rate movements.

The slowest growing market is Germany, with sales inching up 1 per cent to \$15bn. France comes next, growing 2 per cent to \$14.2bn in spite of having among the lowest drug prices in Europe.

Italy, where sales are

recovering after government price cuts, saw sales rise 7 per cent to \$8.5bn. In Japan, where the government instituted another round of price cuts in April, sales showed no change at \$43.8bn.

By medical area, the strongest growth was in nervous system drugs, where sales rose 13 per cent to \$23.1bn. The US led the way in this segment with sales up 20 per cent, with the UK and Spain seeing sales up 15 per cent and 17 per cent respectively.

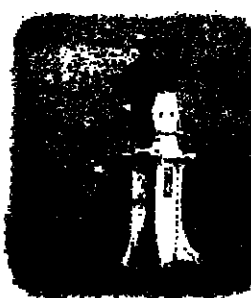
The growth was driven by antidepressants such as Prozac, made by US company Eli Lilly. Also performing well were

anti-epilepsy drugs. Growing more modestly is the biggest single medical category, heart drugs. The driving force is recently launched cholesterol-lowering drugs such as Zocor and Pravachol, from US companies Merck and Bristol-Myers Squibb respectively.

Heart drug sales rose 6 per cent to \$33.9bn in the 10 main developed country markets surveyed by IMS. But different countries showed sharply different growth rates depending on whether or not the cholesterol-lowering drugs were widely accepted as effective by doctors.



Norfolk, Isle of Wight, Great Britain



Cape Range, Auckland, New Zealand



Faerum, Faerum Rock, Iceland



Jupiter Inlet, Florida, USA



Danger Point, Eastern Cape, South Africa

You may know "Fastnet" from "Danger Point", but do you know Red Chips from Blue Chips?

The language of wealth management can be foggy, making it difficult to shed light on opportunities at home and abroad. Fortunately, at UBS Private Banking, it's a language we understand. Financial strength, global investment expertise, personal service, the confidentiality and discretion of a Swiss bank: all reasons that mean you can sail on a course to long-term prosperity with UBS Private Banking.

UBS Private Banking

UBS
Union Bank of Switzerland

Zurich (01) 234 44 55, Geneva (022) 388 64 64, London (0171) 901 16 61, Luxembourg (352) 45 12 233, New York (212) 649 10 75, Hong Kong (852) 2846 1236, Singapore (65) 838 2888. UBS Private Banking is a division of Union Bank of Switzerland, which is regulated in the UK by IMRO. www.ubs.com

NEWS: INTERNATIONAL

Shas threatens Netanyahu over religious rights

By Judy Dempsey
in Jerusalem

Shas, Israel's ultra-Orthodox party, has said it will pull out of Benjamin Netanyahu's Likud government if he accepts reforms recognising the religious rights of the Jewish Reform and Conservative Progressive movements.

The dispute, expected to come to a head after the Jewish holidays, could isolate Reform Jews in Israel

but also damage Israel's relations with the diaspora, particularly among US Jews where Reform Jews are the majority.

At issue is the conversion of Jews and the status of councils providing religious services throughout the country.

Shas, headed by Aryeh Deri and Shlomo Benizri, has rejected proposals by Yaakov Neeman, the finance minister and chairman of the committee set up by Mr

Netanyahu to find a compromise. Earlier this week, Mr Neeman proposed that Reform and Conservative rabbis be allowed to officiate at marriage ceremonies and take part in preparing non-Jews for conversion.

But Shas is insisting that the status quo be upheld - if not legally sanctioned in Israel - whereby ultra-Orthodox rabbis retain the right to convert, while those converted by progressive rabbis will not

be considered Jewish.

And backed by Mr Netanyahu, the ultra-Orthodox parties oppose the representation of Reform and Conservative Jews on the religious councils, despite the prime minister's backing of Joyce Brenner, a Reform Jew, to the Netanyahu religious council last August.

"Netanyahu signed my appointment but now he seems to be changing his mind," said Ms Brenner. "Ultra-Orthodox rabbis are

trying to freeze my appointment, determined to bring this issue and the conversion dispute to the Knesset. All we are trying to do is to uphold the democratic principles of our country."

Mr Deri said if a conversion law did not give the ultra-Orthodox exclusivity in converting non-Jews, and if Reform and Conservative Jews were permitted to sit on religious councils, "there will be no budget and no

coalition. We made a mistake in not insisting on this before."

Shas has gone on the offensive, believing it can extract more concessions from Mr Netanyahu as Ehud Barak, leader of the opposition Labour party, mobilises support, even from Likud, to topple the prime minister in a vote of no-confidence. Labour needs 80 votes from among the 120-member Knesset to vote Mr Netanyahu, but

not the Knesset, out of office.

"Shas knows Netanyahu could be vulnerable as more Likud deputies believe the prime minister is no longer capable of running the country or saving the peace process," a Labour party official said. "Netanyahu needs the support of the religious parties if he is to remain in power."

The issues have far-reaching implications for Israel and the diaspora.

If Shas succeeds, it will upset the delicate balance between democratic pluralism and Judaism. "All we are asking for is representation of the population," said Ms Brenner, who has fought a three-year battle to join the religious council.

It could also galvanise Reform Jewry in the US, who are increasingly critical about the direction Mr Netanyahu, a secular Jew, is leading Israel.

Rebel shadow over Uganda's pet project

Hopes of reviving a copper-cobalt project are threatened by a terror campaign, writes Michela Wrong

Like a giant waking from a long sleep, the abandoned copper and cobalt mine at Kilemba in south-west Uganda, is stirring into life.

Technicians are setting up a cobalt plant to process the mounds of tailings (waste dumps) that blemish the narrow valley. A feasibility study into reopening the mine proper is under way and a handful of foreign logistics experts have arrived to smooth the path of the 150 expatriate families due to move in.

But the rush of activity leaves many locals bemused. For while new personnel plan to stream into the nest rows of houses inside the mine compound, expatriate aid workers have evacuated the area in the firm conviction it is no longer safe.

Located within hiking distance of the border with Congo, formerly Zaire, Kilemba has become a target for Allied Democratic Forces (ADF) rebels who have terrorised the fabled Mountains of the Moon since Laurent Kabila's military campaign robbed them of their bases in former Zaire.

The rebels have raided the mine's hospital in search of drugs, ambushed a minibus driving through the town centre and repeatedly struck at the nearby settlement of Kasese, killing and abducting residents.

Despite the presence of an army unit camped at the bottom of the valley, the hospi-

tal is full of patients with shot wounds and landmine injuries. After dark, few venture outdoors.

"The ADF campaign is meant to scare, cause a panic and get as much media attention as possible," says a departing member of the Dutch medical charity Memsisa, one of several international development organisations to pull out. "So we felt it was probably only a matter of time before expatriates were targeted."

Dismissing such fears as exaggerated, Amos Basaza, general manager of state-owned Kilemba Mines, says he is reassured by the recent build-up of Ugandan troops and promises that 3,000 soldiers are to be posted to the area. "These attacks are by splinter groups. I have lived here for 30 years and I don't feel unsafe."

He insists he has no plans to postpone the mine rehabilitation or delay the arrival of expatriate families. "President Museveni has given us his assurance and we are relying on his word. We trust the government to provide them our security."

But critics would argue that with the army so far clearly unable to master the situation, political and financial considerations are being allowed to triumph over commonsense. A lot is at stake at Kilemba, perhaps too much to encourage prudence.

Under discussion since the 1982 closure, the \$110m Kil-

embe scheme represents the biggest single foreign investment in Uganda. It has been a project close to the heart of a succession of Ugandan governments.

Apart from the cobalt processing plant being funded by French mining company La Source, which is expected to yield 1,000 tonnes a year of cobalt, there are plans to set up a hydro-electric power station, a foundry providing spare parts for the whole western region and a limestone quarry. These are backed by grants and soft loans from the European Union and North Korea.

Experts estimate it will take up to 14 years to exhaust the tailings. If the mine itself is judged worth rehabilitating, it will give the project a further lease of life. That would vindicate the government's decision to keep 700 staff on after closure, pumping water out of the shafts and maintaining the mine so that it could swiftly be reopened.

The project, which dovetails with plans to repair the dilapidated railway that used to transport ore from Kasese to Kampala, would provide the south-west with much needed employment, power and prosperity. Such considerations, say those abandoning Kilemba, are in danger of blinding those involved to the potential risks.

"The expatriates at the mine have a completely dif-

ferent vision of the situation," says a development worker. "They are talking to the politicians and of course the politicians want them to stay. We talk to the villagers who don't dare live in the mountains any more and have moved to the valley."

The dilemma at Kilemba highlights the way in which Mr Kabila's failure to establish law and order in his border regions following the overturn of the late President Mobutu Sese Seko's corrupt regime risks tarnishing one of Africa's most impressive economic recovery stories.

The insurgency in the southwest, combined with the continuing battle against the Sudanese-backed Lord's Resistance Army in the north, is obliging the Ugandan government to spend 20 per cent of its annual budget on a 50,000-strong army.

Despite military training and equipment from the US, which makes no bones of its determination to stand by an African ally under attack, the defence spending puts a heavy strain on an economy which has still to restore living standards touched in the 1970s, before the disastrous presidency of Idi Amin.

"In the latest budget, which was a very severe one, military spending was the only thing that wasn't cut," says a diplomat. "It's something the Ugandan government can cope with, but it's a drain."

Growth rates, which



On the darkside of the Mountains of the Moon: rebels may lurk but riches beneath the soil still lure miners

peaked at 10 per cent in 1995, are expected to fall to a disappointing 5 per cent this year and Uganda's finance minister has publicly hailed next year as the toughest in a decade. "We are currently besieged by acts of God and greater turbulence ahead," he told parliament, citing the insurgencies as a troubling cost.

Anxious not to announce the end to Uganda's eco-

nomie rebirth, development officials prefer to blame the flattening of the country's growth curve on low coffee prices, drought and infrastructural weaknesses - problems easier to shrug off in the long term than an insurgency.

"But it's obvious that whatever you spend on the military, the less you spend on other things," acknowl-

NEWS DIGEST

Brazzaville victory claim

Denis Sassou Nguesso, former Marxist military ruler in Congo Brazzaville, yesterday proclaimed victory in the country's civil war, saying his forces controlled most of the oil-producing former French colony.

Mr Sassou told Radio France Internationale his forces had total control of Brazzaville and Pointe Noire, the political and economic capitals, and that both were calm. Mr Sassou, whose four-month power struggle with President Pascal Lissouba has killed thousands of people in Brazzaville, said he planned to set up a government of national unity to rebuild the country.

Mr Lissouba, whose forces fled the capital Brazzaville on Tuesday in the face of a determined onslaught by Mr Sassou's Cobra militia, told French radio he was still in the Congo Republic and still considered himself president. French oil group Elf Aquitaine, the main operator in the Atlantic off the oil-producing former French colony, said it had suspended activity at its Djeno terminal in the south of Pointe Noire after it was occupied by soldiers.

Reuters, Brazzaville

■ IRAQ SANCTIONS

UN to consider new measures

Britain is expected to submit a formal resolution in the United Nations Security Council today to condemn Iraq's obstruction of UN weapons inspections and possibly include new punitive measures.

The Council met behind closed doors yesterday to hear a report, his first since becoming head of the UN inspection team, by Richard Butler, former chief delegate of Australia, and another by Hans Blix, director general of the International Atomic Energy Agency.

While the possibility of Iraq's developing a nuclear arsenal has receded, Mr Butler is concerned that Baghdad is concealing substantial biological and chemical weapons capabilities.

The resolution under preparation by Sir John Weston, the UK delegate, would again call on Iraq to "come clean" on its missile, biological and chemical weapons programmes and allow full scrutiny by the UN commission set up to ensure elimination of Iraqi weapons of mass destruction.

Michael Littlejohns, New York

Look what you've already missed....

by not subscribing to the Financial Times Mastering Management Service.

FT Mastering Management Review

• May Issue:
Strategic Insights from BP's John Browne
Secrets of Innovation from California's IDEO

• June Issue:
Exclusive interview with Ian Davis of McKinsey
ABB's global connections

• July/ Aug Issue:
Xerox CEO Bernard Fournier reflects on quality
British Aerospace - a case study of change

Plus regular features each month on sport and business, business psychology, and guide to the best journal articles and most important management books

FT Mastering Management Reader

• May (1):
Management's Crisis of Faith, by Sumantra Ghoshal
and Donald Sull, LBS
Valuing Intellectual Capital, by Johan Roos and Goran Roos, IMD
The Development of Marketing, by John Murphy,
Manchester Federal School of Business Management
Rocky Roads to Globalisation, by Howard Perlmutter,
Wharton

• June (2):
Introducing Accounting, by Lawrence Weiss, INSEAD
Successful Restructuring, by Thomas Vollmann, Carlos
Cordon and Marianne Vanderbosch, IMD
The Role of Multinationals, by Howard Perlmutter,
Wharton
Business Ethics Today, by Jack Mahoney, LBS

• July/ Aug (3):
Developing Global Managers, by Paddy Miller and
Rama Velamuri, IESE
Competing with Information, by Donald Marchand, IMD
The New Psychological Contract, by Peter Makin,
Charles Cox and Cary Cooper, Manchester Federal
School of Business Management
Financial Services and M&A, by Roy C Smith and Ingo
Walter, Stern School of Business

Please tick the appropriate issue and price.

The Review (prices include postage)

	UK	Europe	Elsewhere
May	£10 <input type="checkbox"/>	£11 <input type="checkbox"/>	£12.50 <input type="checkbox"/>
June	£10 <input type="checkbox"/>	£11 <input type="checkbox"/>	£12.50 <input type="checkbox"/>
July/ Aug	£10 <input type="checkbox"/>	£11 <input type="checkbox"/>	£12.50 <input type="checkbox"/>

The Reader

	UK	Europe	Elsewhere
May (1)	£10 <input type="checkbox"/>	£11 <input type="checkbox"/>	£12.50 <input type="checkbox"/>
June (2)	£10 <input type="checkbox"/>	£11 <input type="checkbox"/>	£12.50 <input type="checkbox"/>
July/ Aug (3)	£10 <input type="checkbox"/>	£11 <input type="checkbox"/>	£12.50 <input type="checkbox"/>

☐ Please send me a proforma invoice for the above issues selected to the following address:

Name: _____
Company Name: _____
Job Title: _____
Address: _____

Post Code: _____ Country: _____

Telephone: _____

Facsimile: _____

Email: _____

☐ Please debit my credit card
Amex/Visa/Mastercard

Credit Card Number: _____

Expiry Date: _____

Signature: _____

Fax this form now on + 44 (0)1483 756 792
Or, ring now on +44 (0)1483 733 899 quoting reference 799FT.
Annual Subscription to the Mastering Management Service is £190.00 including the Reader, Review
and access to the Resource Web-site

THE PROPERTY MARKET



In Amsterdam two very interesting buildings are for sale:

Leidsplein 1-3 in Amsterdam Centre.

The floor space of the building amounts to approx. 2,700 sqm. This building is an excellent investment property which is almost fully rented.

Gabriël Metsustraat 2-6 (Museumplein) in

Amsterdam South consists of a ground floor of approx. 575 sqm industrial space which will be delivered empty as well as 6 'rented' apartments.

For detailed information and application conditions can be inquired
by De Boer Den Hartog Hooft.



HIGH YIELDING RETAIL/OFFICE INVESTMENT PORTFOLIO

* Tenants include Woolworths Plc, Sainsbury Property Co. Ltd., Budgens Stores Ltd., Iceland Frozen Foods Plc, Omega Plc etc.

* 95% of income secured to well known covenants.

* Income £985,313 pa

O.I.R.O. £10,500,000 subject to contract

Contact Susan S. Popat



Tel: 0171 833 5885 Fax: 0171 833 5995

40 BERNARD STREET, LONDON WC1.

AIR CONDITIONED OFFICES

ALL ENQUIRIES

10-100,000 sq ft
(959-9,290 sq ft)

GODFREY VAUGHAN
0171 439 9292

Building Managed by ACB Global Holdings

12 BAYLE RD, LONDON W12 1AG

for commercial property

propertymall.com

USA - Pennsylvania Pocono Mountains Residential Golf Community

- 90 Minutes from NYC
- 950+ Acres residential and commercial land
- 18 Hole Golf Course w/ new Clubhouse
- Tennis Courts, Indoor & Outdoor Pools
- Water and Sewage all-inclusive
- More than 700 lots available for sale

TPG, Inc. - Lic. R.E. Broker
Dennis Reed
(610) 852-1234

BUILDING COMPANY SELLS FINISHED RESIDENTIAL ESTATE

in Costa Dorada (Spain).

Superb Opportunity.

For more information contact Pamela.
Tel 34 77 400 413
Fax 34 77 401 901
http://www.riley.com/pamela
E-mail: pamela@arrakis.es

SHANGHAI



SHANGHAI CENTRAL PLAZA 250,000 Sq. Ft.

GRADE 'A' OFFICE SPACE
AVAILABLE IN SUITES OF
2000 FT² AND UPWARDS
WITH 3 FLOORS OF RETAIL
ACCOMMODATION IN
PRIME LOCATION WITH
EXCELLENT COMMUNICATIONS.

OCCUPATION EARLY 1998

LEASING TERMS ON APPLICATION

MARTIN CLARKE

ASSOCIATES

CHARTERED SURVEYORS

53 QUEEN ANNE STREET

LONDON W1M 9PA

Tel: 0171-224 3888

FOR INFORMATION PACK, Fax: 0171-224 2368

FOR SALE

Real Estate situated in green woodland in Stettin, Poland. Built to Scandinavian standards. Total area approx. 10,000m². Consisting of:
Staff and office space 300m²
Storage area 400m²
Food Production Hall 500m²

also includes Freeze house 28m² and 6m in height.

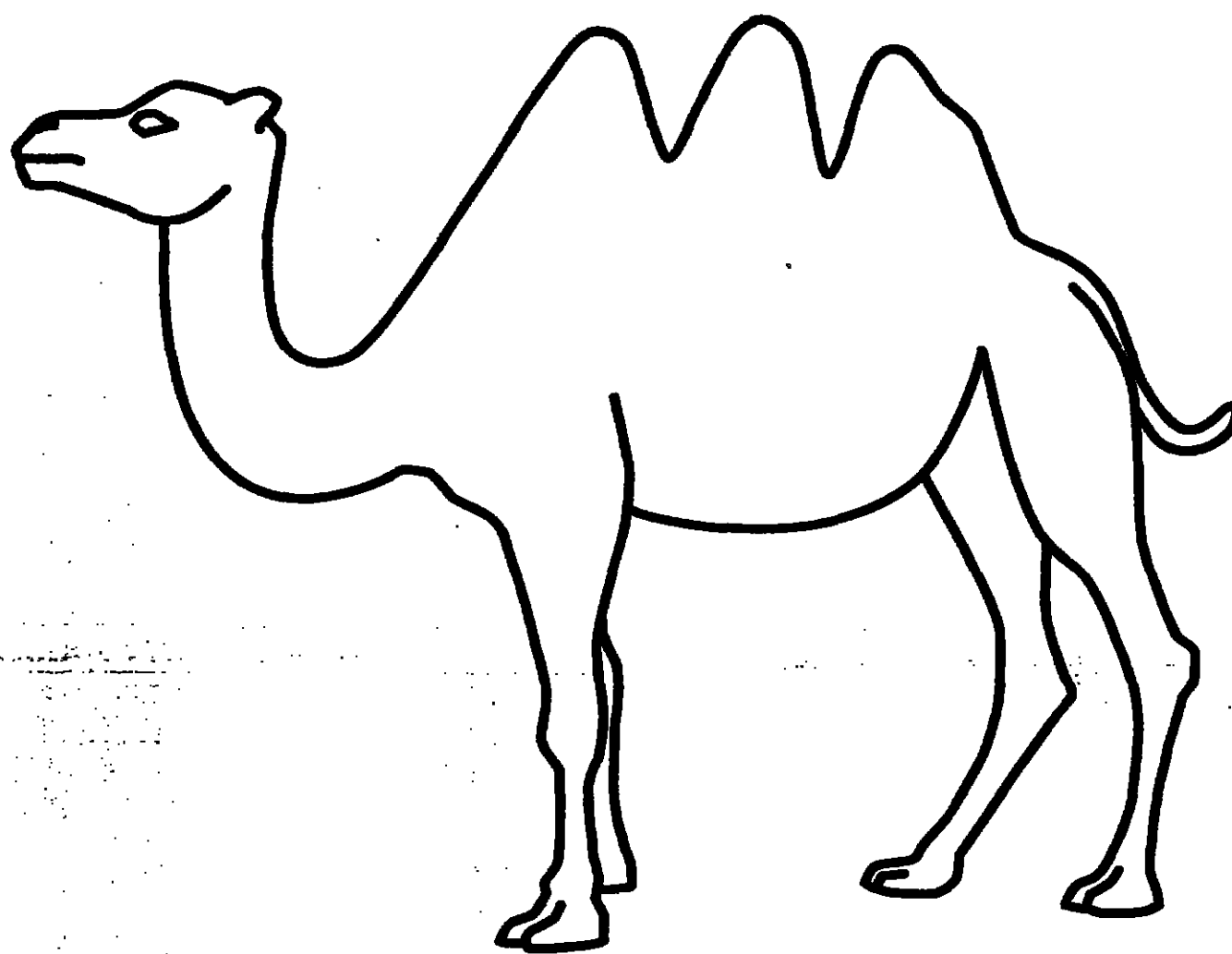
Price indication: US\$400,000

Contact:
Robert Clinton
Suite 2 Gibraltar Heights
215 Main Street
Gibraltar

Tel: (350) 74100 Fax: (350) 78081
Hours: 09.00 - 16.00

مكتبة الجليل

**The new 3-cylinder
ECOTEC engine goes 800 km
between drinks.**



Exceptional fuel economy (5.8 l/100 km) is one reason why the Opel Corsa with its new 3-cylinder ECOTEC engine won top honors among the more than 200 cars recently compared by the VCD (Transport & Environment Association, Germany).

The other important reason: low emissions. The 3-cylinder ECOTEC is one of Europe's cleanest running engines.

This gratifying news reflects our engineers' ongoing efforts to combine maximum performance with minimum environmental impact – in every Opel.

Resulting in cars that drink as sparingly as camels, but are much more fun to drive.

OPEL 

SHANGHAI

**SHANGHAI
CENTRAL PLAZA
250,000 Sq. Ft.**

2010-2011
 2011-2012
 2012-2013
 2013-2014
 2014-2015
 2015-2016
 2016-2017
 2017-2018
 2018-2019
 2019-2020
 2020-2021
 2021-2022
 2022-2023
 2023-2024
 2024-2025
 2025-2026
 2026-2027
 2027-2028
 2028-2029
 2029-2030
 2030-2031
 2031-2032
 2032-2033
 2033-2034
 2034-2035
 2035-2036
 2036-2037
 2037-2038
 2038-2039
 2039-2040
 2040-2041
 2041-2042
 2042-2043
 2043-2044
 2044-2045
 2045-2046
 2046-2047
 2047-2048
 2048-2049
 2049-2050
 2050-2051
 2051-2052
 2052-2053
 2053-2054
 2054-2055
 2055-2056
 2056-2057
 2057-2058
 2058-2059
 2059-2060
 2060-2061
 2061-2062
 2062-2063
 2063-2064
 2064-2065
 2065-2066
 2066-2067
 2067-2068
 2068-2069
 2069-2070
 2070-2071
 2071-2072
 2072-2073
 2073-2074
 2074-2075
 2075-2076
 2076-2077
 2077-2078
 2078-2079
 2079-2080
 2080-2081
 2081-2082
 2082-2083
 2083-2084
 2084-2085
 2085-2086
 2086-2087
 2087-2088
 2088-2089
 2089-2090
 2090-2091
 2091-2092
 2092-2093
 2093-2094
 2094-2095
 2095-2096
 2096-2097
 2097-2098
 2098-2099
 2099-2100
 2100-2101
 2101-2102
 2102-2103
 2103-2104
 2104-2105
 2105-2106
 2106-2107
 2107-2108
 2108-2109
 2109-2110
 2110-2111
 2111-2112
 2112-2113
 2113-2114
 2114-2115
 2115-2116
 2116-2117
 2117-2118
 2118-2119
 2119-2120
 2120-2121
 2121-2122
 2122-2123
 2123-2124
 2124-2125
 2125-2126
 2126-2127
 2127-2128
 2128-2129
 2129-2130
 2130-2131
 2131-2132
 2132-2133
 2133-2134
 2134-2135
 2135-2136
 2136-2137
 2137-2138
 2138-2139
 2139-2140
 2140-2141
 2141-2142
 2142-2143
 2143-2144
 2144-2145
 2145-2146
 2146-2147
 2147-2148
 2148-2149
 2149-2150
 2150-2151
 2151-2152
 2152-2153
 2153-2154
 2154-2155
 2155-2156
 2156-2157
 2157-2158
 2158-2159
 2159-2160
 2160-2161
 2161-2162
 2162-2163
 2163-2164
 2164-2165
 2165-2166
 2166-2167
 2167-2168
 2168-2169
 2169-2170
 2170-2171
 2171-2172
 2172-2173
 2173-2174
 2174-2175
 2175-2176
 2176-2177
 2177-2178
 2178-2179
 2179-2180
 2180-2181
 2181-2182
 2182-2183
 2183-2184
 2184-2185
 2185-2186
 2186-2187
 2187-2188
 2188-2189
 2189-2190
 2190-2191
 2191-2192
 2192-2193
 2193-2194
 2194-2195
 2195-2196
 2196-2197
 2197-2198
 2198-2199
 2199-2200
 2200-2201
 2201-2202
 2202-2203
 2203-2204
 2204-2205
 2205-2206
 2206-2207
 2207-2208
 2208-2209
 2209-2210
 2210-2211
 2211-2212
 2212-2213
 2213-2214
 2214-2215
 2215-2216
 2216-2217
 2217-2218
 2218-2219
 2219-2220
 2220-2221
 2221-2222
 2222-2223
 2223-2224
 2224-2225
 2225-2226
 2226-2227
 2227-2228
 2228-2229
 2229-2230
 2230-2231
 2231-2232
 2232-2233
 2233-2234
 2234-2235
 2235-2236
 2236-2237
 2237-2238
 2238-2239
 2239-2240
 2240-2241
 2241-2242
 2242-2243
 2243-2244
 2244-2245
 2245-2246
 2246-2247
 2247-2248
 2248-2249
 2249-2250
 2250-2251
 2251-2252
 2252-2253
 2253-2254
 2254-2255
 2255-2256
 2256-2257
 2257-2258
 2258-2259
 2259-2260
 2260-2261
 2261-2262
 2262-2263
 2263-2264
 2264-2265
 2265-2266
 2266-2267
 2267-2268
 2268-2269
 2269-2270
 2270-2271
 2271-2272
 2272-2273
 2273-2274
 2274-2275
 2275-2276
 2276-2277
 2277-2278
 2278-2279
 2279-2280
 2280-2281
 2281-2282
 2282-2283
 2283-2284
 2284-2285
 2285-2286
 2286-2287
 2287-2288
 2288-2289
 2289-2290
 2290-2291
 2291-2292
 2292-2293
 2293-2294
 2294-2295
 2295-2296
 2296-2297
 2297-2298
 2298-2299
 2299-2300
 2300-2301
 2301-2302
 230

NEWS: THE AMERICAS

Clinton hails role of ally Argentina

By Andrea Campbell in Buenos Aires

US President Bill Clinton yesterday praised Argentina's contributions to United Nations international peacekeeping efforts and announced plans to give Argentina "Major non-NATO Ally" status during the third leg of a three-country tour of South America.

"Argentina has answered the call to peace," said Mr Clinton during a homageto the Argentine general and South American liberator, Jose de San Martin, "and the United States and all those whom you have helped around the world owe Argentina a great debt of gratitude."

The first Latin American country to receive the distinction, which means it will be easier for Argentina to receive weapons from the US, putting the country on a similar footing as Israel, Egypt and Japan. Meanwhile Chile has expressed the fear that such a move could upset the strategic balance in the region.

The move is expected to be approved by the US congress in November. Under the presidency of Carlos Menem, Argentina was the only Latin American country to send armed forces to the Gulf war as well as to Haiti and more than a dozen other peacekeeping missions.

This came after years of anti-American sentiment and a policy of neutrality. The alignment with the US on foreign policy issues marks a high point in bilateral relations in which Argentina has been described as one of the US's closest allies.

The closer ties, dubbed "carnal relations" by Argentine minister of foreign affairs Guido Di Tella, has also been characterised by clear support of the US policy toward Cuba, criticised by President Menem's central stance of the Castro regime.

Survey finds that few are in fear of a sharp downturn in equity prices Small investors as bullish as ever

By John Authers in New York

Choppy conditions on the US equity markets since early August have failed to dent private investors' confidence, according to the latest survey of investor optimism by Gallup and Paine Webber.

Instead, investors' outlook at the end of last month was considerably more bullish than it had been in July.

The figures follow estimates from the Investment Company Institute, the main trade association for mutual funds, which showed that net flows of cash into equity mutual funds returned to near record levels at \$21bn last month, following a brief

dip to \$13.5bn during August, when most leading stock indices declined.

Widespread publicity for this weekend's tenth anniversary of the 1987 "Black Monday" crash appears not to have had any impact on small investors' sentiment.

Gallup also found continuing evidence of ignorance, and unrealistic expectations.

In particular, investors did not appear to appreciate the difference in the level of risk posed by equities and other securities, ratings futures and commodities at 6.6 and 6.4 respectively on a 10-point scale of risk, while US equities were accorded 6.0.

More alarmingly, while the US equity market as a whole was

accorded a risk rating of 6.0 on this basis, mutual funds investing in US equities were accorded a rating of 5.0 - a finding which Paine Webber officials described as showing a "total disconnect".

According to Joseph Grano, president of Paine Webber, "The index suggests that many investors are unknowingly assuming a significant degree of financial risk. A combination of factors, including broad investor education initiatives and greater access to financial information has contributed to investor perception that markets are safer than ever."

The majority of investors said they did not need "high risk" investments to achieve a satisfactory annual return, which they

defined as between 10 and 15 per cent - historically a highly ambitious target. Its overall optimism index, set at 100 immediately before the presidential election last November, rose 22 points compared with June and now stands at 141.

The survey also found continuing evidence of a "gender gap," with men far more likely to be bullish about investment prospects than women. Men's optimism was 30 points higher on average than women's although this gap had narrowed since June, when it stood at 42 points.

Mary Farrell, Paine Webber's chief equity strategist, said the gap was narrowing, and suggested that the effect was also generational, with older women far more likely

to be financially conservative. Large investors, with more than \$100,000 in total investments, were more likely to be bullish, with their optimism increasing by 27 per cent, as opposed to a 12 per cent increase during the month for those with smaller portfolios.

Gallup interviewed 1,007 investors randomly chosen across the US at the end of last month. All those interviewed headed households with savings and investments of at least \$10,000 - a level attained by about one third of US families. The survey thus predated last week's congressional testimony by Alan Greenspan, the chairman of the Federal Reserve, which led to sharp falls on both equity and bond markets.

Consumer prices rise by just 0.2%

By Mark Suzman in Washington

US consumer prices rose just 0.2 per cent last month, providing further evidence that the economy is managing to maintain its combination of strong growth with modest inflation.

Despite a big increase in energy prices, falling entertainment costs helped keep the overall consumer price increase for September below market expectations of a 0.3 per cent rise.

Department of Labor figures showed annualised inflation for the first nine months of the year at 1.8 per cent compared with 3.3 per cent for all of 1996.

The report is likely to damp recent fears on financial markets that the US economy is about to come under increased inflationary pressure. On Wall Street, analysts had expected both the overall consumer price index and the core rate to increase 0.3 per cent in September.

Analysts said the modest price rise also reduced the chance that the Federal Reserve would increase interest rates at its next Open Market Committee meeting in November. Alan Greenspan, Fed chairman, warned last week that the current pace of economic growth was unsustainable and could force increases in wages, triggering higher inflation.

"Current price performance is unprecedented: inflation has never been so low so far into an expansion," said Bruce Steinberg, chief economist at Merrill Lynch, the New York investment bank. "Given the performance we expect the Fed to remain on hold."

Energy prices showed the sharpest sectoral increase, up 1.3 per cent on the month, but food prices rose only 0.1 per cent, as vegetable prices dropped 0.9 per cent and coffee fell 0.5 per cent.

Washington's odd couple look to Nato

Enlargement is being pushed by unlikely relationship between Madeleine Albright and Jesse Helms

The US administration may be licking its wounds from some recent disappointments in Congress over trade issues but it can still take comfort from one important political asset.

The unlikely relationship between Madeleine Albright, the secretary of state, and Jesse Helms, the ultra-conservative chairman of the Senate foreign relations committee, is looking as robust, and productive, as ever.

Mr Helms, who has never been known for gratuitous altruism, is going out of his way to help Mrs Albright by putting the ratification of Nato enlargement - one of the hardest tests facing the administration - on the swiftest possible legislative track.

Mrs Albright, in return, has presented the expansion project in terms that are carefully calculated to please the senator.

In sharp contrast with much of the rhetoric heard at recent alliance meetings - which focuses on the transformation of Nato into an instrument for long-distance peacekeeping - she has been saying that the bloc's main function remains the defence

of its members' territory. She has also assured conservative Republicans that Nato's partnership with Russia - sealed in part to assuage Moscow's fear of the enlargement process - will not require the alliance to sacrifice independence or give away secrets.

Mrs Albright also departed from conventional, post-cold war wisdom far enough to say that nobody could rule out the resurgence of a Russian threat to Nato.

Most important of all, in terms of domestic US politics, she promised faithfully to make sure that west European allies paid their fair share of the cost of widening the alliance, which the Pentagon has estimated at \$27bn-\$35bn over 10 years.

Senator Helms duly pronounced himself "very encouraged" by these assurances, and said they augured well for ratification of the expansion project early next year - as long as the cost issue could be solved.

Relatively fast approval for Nato's embrace of Poland, Hungary and the Czech Republic could give the administration breathing space to prepare for its next European policy hurdle: per-



Albright and Helms: working together on Nato enlargement

suading Congress to accept maintenance of some US troops in Bosnia after next June's withdrawal deadline.

The longer the Nato debate drags on, the greater the danger it will take place in an atmosphere poisoned by transatlantic bickering over how responsibility for peacekeeping in ex-Yugoslavia should be divided.

Conservative Republicans, who generally view peacekeeping as a distraction from the army's real job of readiness for major war, were deeply reluctant to send ground troops to Bosnia. Many are insisting that they will not allow the

deployment to be extended. But after various moves by Congress to tie the administration's hands by blocking funds for further Bosnia peacekeeping, it was agreed President Clinton would be given a chance next May to make the case for maintaining a ground presence. Significantly, Mr Helms, until recently a zealous advocate of dealing with the Bosnian problem through arms supplies rather than peacekeepers, is not ruling out extended US deployment.

While the benefits of her partnership with Mr Helms - sealed by a huge charm offensive and some old-fashioned

flirtation - may be plain enough to Mrs Albright, European observers wonder how high a price the senator will extract.

Even on the issue of Nato enlargement, where there is broad consensus on the objective, some sharp differences exist between US and European thinking, which will be harder to resolve if Mr Helms is given more weight.

While conservative Republicans suspect the cost of enlargement to the US taxpayer will be larger than the administration is admitting and feel intensely suspicious of European shirking, many European politicians have the opposite perspective.

John Reid, UK armed forces minister, said in Washington this week most estimates of the cost of enlargement were much too high, and based on the false premise that Nato's new members would need to spend heavily on rearming themselves. Estimates of a huge incremental cost failed to take account of several factors, he argued: the fact that some modernisation of Nato's infrastructure would be happening anyway, and the general downsizing of

defence that a more stable Europe will permit.

While transatlantic squabbles over defence spending may eventually be finessed, the consequences for transatlantic ties will be more serious if Mr Helms demands concessions from Mrs Albright in other areas close to his heart - such as Cuba.

In a recent letter to the secretary of state which also conveyed warm personal wishes, the senator took the State Department to task for failing to put into practice his brainchild, the Helms-Burton law, aimed at penalising trade with Cuba.

He asked to see any documents that would throw light on the administration's failure to apply provisions in the law which could bar from US territory executives of EU companies dealing with Cuba. But European diplomats say their best hope is that pressure from Mr Helms for a tougher line against the EU will be outweighed by another domestic lobby: the US corporations which are increasingly vocal in expressing their fears of a transatlantic trade war.

Bruce Clark

CONTRACTS & TENDERS

ANNOUNCEMENT FROM PRIVATIZATION ADMINISTRATION PRIME MINISTRY, REPUBLIC OF TURKEY

1. Privatization Administration, Prime Ministry, the Republic of Turkey (Administration), shall privatize public share in Konya Krom Magnezit Tugla San. ve Tic. A.S. on the basis of the Law No. 4046 through block sale method.

Company whose shares are put on sale	Paid up Capital (TL)	Public Share %	Collateral (TL)
Konya Krom Magnezit Tugla San. ve Tic. A.S.	480.000.000.000	100	50.000.000.000

2. Tender shall be performed by the bargaining method consisting of receiving the bids in closed envelopes and negotiations afterwards. In case Tender Commission deems so necessary, the tender might be finalized by open auction method through participation of Bidders with which bargaining negotiations are continued.

3. Specifications for Tender and Promotion Document issued for the Company may be obtained, against TL 15.000.000.- (fifteen million), from the address of the Administration stated below. Specifications for Tender and Promotion Document must be obtained in order to participate in the Tender concerned.

4. Bids shall be prepared in consideration with terms and conditions stated in the specifications for Tender and Promotion Document, and submitted to the address of the Administration stated below not later than 7 November 1997 by 17:00 hours. Bids which shall be delivered to the Administration after the latest date and time of bidding will not be considered.

5. Administration is not subject to the Law on State Tenders No. 2886, and it is free whether or not to execute the tender or to award the tender on anybody it deems so or to extend the period granted for bidding.



REPUBLIC OF TURKEY
PRIME MINISTRY
PRIVATIZATION
ADMINISTRATION

Huseyin Rahmi Guler Sokak No. 2 Cankaya 06680 ANKARA/TURKEY Tel: (90-312) 441 15 00

PUBLIC NOTICES

Notice Insurance Brokers International Limited (In Liquidation)

On 16 November 1992 the Society of Lloyd's crystallised the floating charge it holds over the insurance transaction assets of Insurance Brokers International Limited under the Lloyd's Brokers' Security and Trust Deed executed by that company on 13 September 1989.

Any person claiming to be an insurance transaction creditor of Insurance Brokers International Limited should, if they have not already done, send full particulars of the sums which they claim to be due to them by December 1997 to either the Manager/Lloyd's Brokers Department, Lloyd's, One Lime Street, London EC3M 7HA or to C J Barlow, Joint Liquidator of Insurance Brokers International Limited, c/o Coopers & Lybrand, Plumtree Court, London EC4A 4ET

Dated: 17 October 1997

MLM Holdings Limited
ACN 009 814 019

410 Ann Street, Brisbane Queensland 4000
Australia

NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the Annual General Meeting of MLM Holdings Limited will be held at the Sheraton Brisbane Hotel, 249 Turbot Street, Brisbane, Queensland on Thursday, 13 November, 1997 at 10.00 am.

ORDINARY BUSINESS

1. Receipt and consideration of reports and financial statements for the financial year ended 30 June 1997.

2. Election of Directors in accordance with the articles.

By order of the Board
D.M. Moore

Secretary and General Counsel
Brisbane, 17 October, 1997

PLANET ARCHITECTURAL GLAZING LIMITED

(In Administrative Receivership)
Based in Northampton and Redditch

The Joint Administrative Receivers, G S Johal and W J Kelly, offer for sale as a going concern the business and assets of the Company.

- Designers and manufacturers of public seating systems, covered walkways and bus shelters marketed under the AMSTAD trade name.
- Manufacturers of commercial aluminium windows for the system building industry.
- Integrated computer controlled machining centre for cutting and working aluminium extrusions.
- Blue chip customer list including supermarket chains and local authorities.
- Turnover of £3.6 million for the year to 31 December 1996.
- Approximately 40 employees.

For Further details contact by fax
Carole Johal or Stephanie Jefferys
on 0121 212 4944
at Bechler Phillips,
Newport House,
11 Newhall Street,
Birmingham
B3 3NY



BECHLER PHILLIPS
FINANCIAL RECOVERY & RESTRUCTURING

NEVILLE RUSSELL Chartered Accountants

MEMBERS OF THE INSTITUTE OF CHARTERED ACCOUNTANTS

CVT LIMITED IN ADMINISTRATION

M. D. Piddard Esq. & A. S. Wood Esq. Joint Administrators, Offer For Sale The Business and Assets of CVT Limited, Acknowledged Leaders in Ultra High Vacuum Technology Located in Milton Keynes

- Annual Turnover £1.6M
- Extensive International Client Base
- Skilled Workforce
- Considerable Work In Progress
- Fully Equipped Machine Shop and Clean Room Assembly Facility
- Modern Leasehold Factory Premises

All Enquiries to Matt Hardy at

WYLES HARDY & CO

Ley Hill Road, Bovingdon, Hemel Hempstead, Herts HP3 0NW

Tel: (01492) 83222 Fax: (01492) 834342

Business & Assets For Sale

Timber Furniture Manufacturer in Southern Poland. A well equipped timber Furniture Manufacturer with over 5,500 sq. m. of factory and garage, including good support facilities in terms of kilning and veneering.

For details please contact John Sidwell on

FAX/PHONE: 01242 231512

Computer Services Business For Sale

Based in East Suffolk with

£800,000 p/a. Maintenance

contracts, workshop service,

hardware sales, network

systems. Loyal customer base

covering SMEs.

Write to Box 86503, Financial Times, One Southwark Bridge, London SE1 9UL.

BUSINESS TRAVEL AGENCY

Central London, Licensed (business travel) agency for sale. Preferred purchaser company with suitable own travel account.

£250k+/- plus £400 - £600.

Brokers/wholesalers will not receive replies.

Write to Box 86503, Financial Times, One Southwark Bridge, London SE1 9UL.

The Joint Administrators, David Emanuel Merton Mond, FCA, FCCA, and David Bottomley, FCA, FCCA offer for sale the business, assets and goodwill of

SUNLINE FRAMES LIMITED

- The company operates as manufacturers and installers of double glazing and conservatories.
- Current order book of approximately £1.8 million.
- Budgeted turnover of £3.0 million per annum.
- Leasehold property at Wislaw, Hamilton.

For further information please contact:

David E.M. Mond, FCA, FCCA,

Hodgsons,

George House,

48 George Street,

Manchester,

M1 4HF

Tel: 0161 228 7444

Fax: 0161 228 7356



FOR SALE

ENVIRONMENTAL

INSTRUMENTATION

COMPANY

Turnover £600K and growing

High Gross Margins

Easily relocated

Replies to: NPW & Co Ltd

21 Piccadilly, London W1V 9LD

WELL ESTABLISHED

DUST CONTROL

COMPANY FOR SALE.

World wide reputation with

extensive range of top quality

products. Midlands location.

Full order book.

Genuine reason for sale.

Write to Box 85982, Financial Times,

One Southwark Bridge,

London SE1 9UL.

Rubber Processing

Runcorn, Cheshire

Tech-Pol Limited (In Receivership)

specialises in the manufacture

of seals, gaskets, anti-vibration

products and industrial and

anti-slip flooring.

■ Blue chip customer base

■ ISO 9002 accredited

■ 22,000 sq ft freehold property

■ Turnover approx £1.1 million.

For further details contact the

Joint Administrative Receivers

Malcolm Shierston or Les Ross,

Grant Thornton, Heron

House, Albert Square,

Manchester M60 8GT

Tel: 0161 834 5414,

Fax: 0161 832 6042.

Internet: <http://www.grant-thornton.co.uk>

Grant Thornton

The UK member firm of Grant Thornton International.

Authorised by the Institute of Chartered Accountants in

England and Wales to carry on investment business.

LEGAL NOTICES

INSURANCE COMPANIES ACT 1982
THE IRON TRADING EMPLOYERS
ASSOCIATION LIMITED
TRANSFER OF GENERAL BUSINESS

1. NOTICE IS HEREBY GIVEN

that the Iron Trading Employers Association Limited (the "Association")

applied to the Secretary of State for Trade and Industry (the "Secretary of State") on

10th October, 1997 for her approval

pursuant to Part II of Schedule 2C

(Schedule 2C) to the Insurance Companies Act 1982 (the "Act"), to

transfer (the "Transfer") to Iron Trading Holdings Limited ("Holdings"), a wholly-owned subsidiary of the Association, all of its rights and obligations under all policies of insurance whatsoever written by the Association whether on issue or subsisting or for which the Association is liable for any other reason whatsoever, which policies are comprised within the terms "general insurance business" as defined in section 1 of the Act, including without limitation, all policies in respect of:

(A) accidents;

(B) sickness and

(C) general liability, comprising employers' liability and public liability,

but excluding any EEA Policy (as such term is defined below) (the "Policies") with such transfer being on the terms and conditions set out in a business transfer agreement to be entered into between the Association and Holdings and the instrument of transfer to be entered into between them, in either case as the same may be amended from time to time.

2. The transfer of all the Policies is conditional upon:

(A) the authorisation of Holdings to carry on general insurance business in the United Kingdom in classes 1, 2 and 3 as set out in Part I of Schedule 2 to the Act;

(B) the receipt of the approval of the Transfer by the Secretary of State for Trade and Industry; and

(C) the receipt of the Agreement (as from and substance) satisfactory to Holdings) of the relevant reinsurers to the assignment or novation of contracts of the reinsurances arrangements existing to the Association to cover Holdings (not subject to the direction (or a duly authorised committee) writing this condition if and to the extent that this is thought appropriate).

3. Copies of the statement of particulars of the Transfer are available for inspection at the offices of The Iron Trading Employers Association Limited at 21/22 Grosvenor Place, London SW1X 7TA and may be inspected between 9

Consumer prices rise by just 0.2%

By Mark Sumner in Washington

US consumer prices rose 0.2 per cent last month, indicating further evidence that the economy is moving towards a level of stable inflation. The report, published by the Bureau of Economic Analysis, shows that the consumer price index for all urban consumers (CPI-U) rose 0.2 per cent in September from 160.5 to 160.7. This was the first time in 12 months that the CPI-U has risen. The report also shows that the core CPI-U, which excludes food and energy, rose 0.1 per cent in September. The report is likely to be welcomed by investors and the public alike, as it suggests that the economy is moving towards a level of stable inflation. The report also shows that the CPI-U for all urban consumers (CPI-U) rose 0.2 per cent in September from 160.5 to 160.7. This was the first time in 12 months that the CPI-U has risen. The report also shows that the core CPI-U, which excludes food and energy, rose 0.1 per cent in September. The report is likely to be welcomed by investors and the public alike, as it suggests that the economy is moving towards a level of stable inflation.

The world's top executives turn it to their advantage.

Printed in London, Frankfurt, New York, Paris, Tokyo, Stockholm, Los Angeles, Leeds, Madrid and Hong Kong.
Read by more than a million people in over 140 countries worldwide.
To subscribe, please telephone the special Financial Times subscription line on +49 69 156 85 170.

FINANCIAL TIMES
No FT, no comment.

BUSINESSES FOR SALE
Appears in the Financial Times
on Tuesdays, Fridays
and Saturdays.
For further information
see the advertisement in this
section.
London: 020 71 873 330
+44 20 71 873 330

NEWS: UK

Government hopes for European agreement to put restrictions in place more quickly

Bill to ban tobacco adverts postponed

By Nicholas Timmins in London

The government has postponed until the new year its planned white paper and draft bill banning tobacco advertising and sponsorship in the hope that a European-wide ban will be agreed when the council of health ministers meets on December 4.

Agreement then on the European Union's draft directive could allow the government to act more quickly through secondary legislation, ministers believe - avoiding the need to put a full bill through parliament next year.

Luxembourg, which holds the EU presidency, has tabled an amended text which meets key UK objections to the draft directive. For example, it would allow at least a five-year grace period for a ban on sponsorship to be fully implemented - Frank Dobson, the health secretary, having promised sport and the arts "time and help" to wean themselves off tobacco cash.

At the same, discussions have already begun between ministries in the Netherlands which could see the Dutch switch sides to back a ban in December, according to health ministry officials in Amsterdam.

They say the discussions follow contacts between Tessa Jowell, the public health minister, and Els Borst, her Dutch counterpart.

So far the Netherlands, Germany, Denmark and Greece, along with the UK under the Conservatives, have blocked the directive. If the UK moves, the Dutch vote would decide whether the directive went through.

That, however, assumes that other member states hold their current positions. Tobacco lobbyists in Brussels believe countries such as Belgium and Spain, who to date have backed the directive, may switch sides and oppose it as

detailed negotiation on the texts intensifies.

One said: "It is not clear that the UK has appreciated that there is more to getting this through than just the UK changing sides."

Nonetheless, senior department of health insiders say the December 4 meeting will now be "a defining stage in shaping our white paper".

Previously the government had promised a white paper and draft bill this autumn. Legislation, however, would be unlikely to be introduced before next autumn at the earliest.

One senior figure in the health

department said: "If the directive is agreed in December, it could be back and approved by the European parliament within about nine months. We could then implement a ban through secondary legislation, without the need for full bill."

If the meeting fails to reach agreement, the UK is likely to push hard for the directive when it takes over the EU presidency in January. Postponement of the white paper does not indicate any weakening of the government's resolve, health department officials insist.

"This is simply a pragmatic approach aimed at achieving the best result most quickly," one said.

UK NEWS DIGEST

Party funding review launched

Tony Blair, the Labour prime minister, yesterday paved the way for ending the party's financial dependence on the trade union movement by launching a review of party funding which is expected to set ceilings for general election spending. "This is a significant moment in Labour's history," said a minister. "If spending limits are set at reasonable levels, it makes it far easier for us to cut the umbilical cord [with the unions]."

The review of party funding will be carried out by the committee on standards in public life, set up by the former Conservative administration to make recommendations on reform of parliament. John Major, the former prime minister, excluded party funding from the remit of the committee, whose chairman, Lord Nolan, is retiring. Mr Blair announced yesterday that Lord Nolan will be succeeded by Sir Patrick Neill, a former vice-chancellor of Oxford University. Sir Patrick implied yesterday that he was opposed to full state funding of parties, saying the requirement to solicit donations put pressure on parties to stay "in tune" with the public. *Robert Peston*

COMPETITION POLICY

Cost of reforms may reach \$23m

The government yesterday said complying with its planned reforms of competition policy could cost business much more than estimated. Ministers are considering revising the legislation to help reduce the burden. The one-off cost of meeting the new law could be as high as £14.3m (\$23.1m), according to the bill, published yesterday. Annual costs could reach \$4.4m. The estimates compare with maximum figures for one-off costs of £1.5m and recurring annual costs of £2.6m in the draft bill published less than three months ago. *Stefan Wagstyl*

PERSONAL SAVINGS

Speculators face crackdown

Nationwide, the UK's biggest remaining building society (a mutually owned savings and loans institution), yesterday cracked down on speculators, saying all new members would have to give any conversion windfalls to charity. It is the most dramatic attempt yet to stop speculators opening accounts purely to get a payout if a society converts into a bank or is offered on the stock market. Most societies have deterred such speculation by keeping high opening balances on accounts and occasionally suspending account openings altogether.

Brian Davis, chief executive, insisted the society was "extremely unlikely" to convert but said the move was necessary to enable Nationwide "to compete" without constant disruption to its business caused by speculators opening accounts. *Christopher Brown-Humes*

ELECTRICITY

Regulator predicts 6% price cuts

The UK's 25m retail consumers of electricity will be £24 (\$39) better off in the first two years of retail competition under final proposals unveiled yesterday by Stephen Littlechild, the industry regulator. The plans were criticised by electricity companies, which warned of serious consequences for the coal industry, but were welcomed by consumer groups and unions. From next April consumers will be able to choose their supplier. But prices will remain regulated for the first two years of the new market's operation. Prof Littlechild said he expected retail prices to fall by 6 per cent in real terms in the first year (1998-99) of the market, and by a further 8 per cent in real terms in the year after. *Simon Holberton*

INCOME LEVELS

Rich-poor gap narrows marginally

After 15 years in which the gap between rich and poor widened more dramatically than in almost any other industrialised country, the UK has become a marginally more equal society since 1980. The latest official figures show that in 1979 the poorest 10 per cent enjoyed just 4.4 per cent of total income. By 1990, that share had fallen by more than a quarter to 3.2 per cent. The share taken by the top 10 per cent had risen from 20 to 25 per cent. Since 1990, however, the gap has narrowed marginally, the poorest tenth seeing their share of total income rise from 3.2 to 3.5 per cent by the spring of last year, while the share taken by the richest tenth declined from 25 to 24 per cent. The change still leaves the bottom 30 per cent worse off, relatively, than they were in 1979 and the top 30 per cent much better off. *Nicholas Timmins*

INDUSTRIAL RELATIONS

Bank staff take action over pay

Widespread disruption of Barclays Bank branches in the UK is expected today and Monday, according to trade unions representing just over half the bank's 60,000 staff. They are launching an indefinite rolling programme of industrial action in protest at what they claim is a pay and pension freeze. The bank said yesterday most staff were expected to be working normally although there may be some disruption in a few areas. *Robert Taylor*

Service exports up as pound hits manufacturers

By Richard Adams in London and Sheila Jones in Manchester

UK manufacturers are "bearing the scars" of sterling's strength but services exports continue to rise, the latest survey of UK companies showed yesterday.

In its quarterly survey of 8,000 companies, the British Chambers of Commerce said the majority of manufacturers have seen falls in both overseas orders and sales for the first time in five years. Export orders are at their lowest since 1991, when sterling was overvalued in the European exchange rate mechanism.

Mr David Richardson, BCC chairman, blamed the sharp rise in the pound since last year for the fall in exports. "We've been saying for a long time that the exchange rate is too high, and that is now damaging the manufacturing sector," he said.

The BCC has called on the government to make a commitment to joining the European single currency at a

sustainable rate, even as high as DM2.85. Sterling closed against the D-Mark at DM2.8265 yesterday. Mr Ian Peters, the BCC's deputy-director, said: "The critical issue about the pound's entry into a single currency is stability."

But while a balance of 11 per cent of manufacturers reported lower export orders, large service sector exporters increased their overseas sales and orders in the third quarter of this year.

The BCC surveyed 3,200 manufacturing companies and 4700 service companies. More than 2,000 of the manufacturers were exporters, compared with 1,400 in the service sector.

Most UK regions had falling manufacturing exports. In the north-west, one in three said export sales were down. Robert Hough, chairman of the North-West Chambers of Commerce, said: "There is now a significant knock-on effect as many stretched exporters are reducing business with their home suppliers."

The survey seems to confirm that the economy's pace of growth is slowing, with dips in domestic sales and profitability expectations. The service sector continues to outpace manufacturing, with a balance of 31 per cent reporting higher UK orders, compared with 11 per cent of manufacturers.

The survey backs up official inflation and labour market data. A majority of businesses report difficulties recruiting staff and a record number of service companies are investing in training.

There are few signs of upward pressure on prices. One in three manufacturers say they are concerned about competition from imports made cheaper by the rise in sterling.

The Bank of England's Monetary Policy Committee has been concerned that official trade figures may understate UK imports. If so, it would explain the gap between recent strong retail sales and weaker UK manufacturing output.

Government borrowing continues lower than forecast. Halfway through the financial year, the cumulative Public Sector Borrowing Requirement is £8.6bn, the Treasury said, £7.1bn down on the same 1996-97 period.



The Spice Girls dolls were unveiled yesterday at the British Association of Toy Retailers' fair. The 30cm figures, personally approved by the famous five right down to their tattoos, are expected to be the best-selling toys this Christmas

Blair intervenes in royal tour row

By George Parker in London

Tony Blair, the UK premier, yesterday ordered ministers to proclaim the "success stories" of the Queen's trouble-strewn tour of India and Pakistan.

The prime minister's office said "a major effort of communication" was needed to persuade people that the royal tour had bolstered Anglo-Indian relations and trade.

Robin Cook, the foreign secretary, was at the forefront of the public relations drive, claiming the Queen had received a warm welcome in India and that the tour had helped to drum up trade for British companies.

But a Buckingham Palace spokesman in India sought to shield the Queen from the controversy surrounding the trip, suggesting that any problems were the responsibility of the Foreign Office.

The tour has been bedevilled by diplomatic setbacks, culminating in the Queen being asked by the Indian government to cancel a planned toast at a banquet in Madras last night because it breached Indian protocol.

Earlier, the Indian government reacted angrily to reports that Mr Cook had privately suggested that Britain might mediate in the Indo-Pakistani dispute over Kashmir. The Queen also urged India and

Pakistan to "end historic disagreements".

"I personally believe it was not necessary for Mr Cook to talk about Kashmir on the eve of the Queen's visit to India because it certainly overshadowed the trip," said Jayanthi Natarajan, minister for civil aviation and parliamentary affairs.

Mr Cook said: "We're not pestering India over Kashmir. Throughout the entire trip, neither in Islamabad nor in Delhi did I make any public statement on the issue of Kashmir."

Anglo-Indian tensions were fuelled by remarks attributed to Inder Kumar Gujral, the Indian prime minister, that Britain was "a third-rate power", which had

presumed to believe it had an historical obligation to solve the Kashmir problem.

In an attempt to calm the dispute - and to prevent it tarnishing the government's surefooted reputation in foreign affairs - Mr Blair yesterday told the cabinet to trumpet the royal tour's successes. Mr Cook pointed out that the Queen opened a large trade exhibition in New Delhi on Wednesday, which the government hopes will give a boost to British trade in India. However, senior government officials admitted that media relations on the tour had been poor, and that in future it might be wise for Mr Cook to be accompanied by a press officer.

Unit trust may move offshore

By Jonathan Guthrie in London

The UK's third-largest unit trust, the £2.6bn (\$4.2bn) Institutional Managed Balanced fund could move offshore as a result of tax changes in the last Budget.

Its manager Schroder, the country's biggest unit trust manager, recently wrote to unitholders saying that it was reviewing all options for correcting a relative reduction in income resulting from the reforms.

The abolition in July of

tax reclaimers for pension funds on UK dividends, has created big problems for unit trusts (or mutual funds).

They typically hold UK and foreign shares and bonds, to spread risk. Their distributions, though derived from all these sources, are treated in the same way as UK dividends. As a result of the removal of the tax reclaim, pension fund investors now effectively suffer UK tax on income from bonds and foreign shares held through the trusts. This could be avoided by buying

the same investments directly.

The change has reduced the yield on funds such as Institutional Managed Balanced to around a quarter below that from equivalent direct investments.

An industry group that included Schroder representatives has pressed the Inland Revenue to allow unit trusts to "stream" income from different sources. This means each distribution to unitholders would effectively be split in two parts. One would be an element from

UK dividends. The other, made up of bonds and foreign share dividends would effectively avoid UK tax.

Schroder said that moving the fund overseas was one of several options it was considering.

Several other managers are also struggling with the problem. For example Gartmore is considering offering clients a free transfer to its life fund, which operates under insurance regulations and can stream income from different sources.

The London Stock Exchange introduces its order-driven trading system on Monday. George Graham reports

Second Big Bang completes automation of market

The introduction of an electronic order book is the second step of a transformation the London Stock Exchange began with the Big Bang reforms of 1986. Then, London replaced the old blackboards of the stock exchange floor with computer screens on which marketmakers quoted their buying and selling prices. Deals were still struck over the telephone, however, after much negotiation.

The new order book will complete the automation, bringing London more closely into line with other international exchanges.

With the partial exceptions of the Netherlands and the US Nasdaq market, most other big exchanges use a form of order-driven trading, rather than London's quote-driven system.

IT vendors have been battling to provide brokers with links to the stock exchange system. Royalblue has supplied systems for many of the biggest brokers who have opted for a direct link between their own computers and the exchange's Datastream/ICV claims 143

connections for its TopicalTrader system, while Reuters has 64 clients using its LXT for its primary system, and more who have chosen it as a back up.

The London market has proved that it can absorb very big orders without moving the share price. On the other hand, dealing costs are high, because marketmakers

need to make a return on the capital they put at risk to deal with their clients. The spread between the best buying and selling prices at any time tends to average 0.6 per cent, the highest of any big market. In France, Germany, Italy and Spain, all of which have electronic order books, spreads average 0.1-0.15 per cent.

In normal trading hours, from 8.30am to 4.30pm, the exchange's system will look at each incoming order and try to match it against an order already on the book. If a match is found, the order will be executed automatically.

Orders will be executed first of all by order of price, and then, if more than one order is entered at the

same price, by the time each order was entered. Trading in a share may be halted if the exchange believes there is a "disorderly market", for example, because unpublished price sensitive information has leaked out.

Trading will also be automatically suspended for 10 minutes if the price of a share moves by 10 per cent or more from its price on opening.

The market will close at 4.30pm, but the system will stay open for another half hour of housekeeping, during which brokers may delete orders left unfulfilled.

There are four types of order: Limit orders can be entered by

investors who are ready to wait for their order to be executed.

● Fill or kill orders will be executed immediately if they match an order already on the book, but if they cannot be satisfied in full, they will be deleted.

● Execute or eliminate orders may be executed in part.

● At best orders simply specify the number of shares sought, and will be executed at whatever price is available on the order book. At best orders are potentially dangerous, since the investor could end up being bitten by a "snake in the grass" order entered at a ridiculous price. Some brokers have banned

dealers from using at best orders.

an order to a broker to work it slowly through the system, in order to get the best price without disturbing the market, or they can ask a broker to put his own capital at risk to quote a fixed price for a whole block of shares.

Initially, many institutions are expected to rely on block trading, because it is closer to the current quote-driven system of trading.

Block trades will not be required to take out orders sitting on the order book at the same price or better, as some continental European exchanges require. However, they must be published immediately.

The exception to the immediate-publication rule is the "worked principal agreements", in which a broker guarantees a price for a client but undertakes to try to improve that price by working the trade through the market. Worked principal agreements must be for at least eight times normal market size - fixed for each stock by the exchange - and must be published when they have been completed or at the end of the day.



Make a move talk to the
PRO
BUSINESS
authority in
Somerset

Sedgemoor

In Somerset is a pro-business environment, one of the best locations for business in the country - with prime sites located on the M5 Motorway. And it's a beautiful part of England.

Before you make a move, talk to us. You'll find we'll bend over backwards to help. Our information pack includes useful and practical advice on a wide range of important issues, such as:

Property Register

Lists vacant land and premises.

Industrial Estates Register

A list of companies on the main estates and what they do.

We can also tell you all you need to know about:

● Sites ● Construction
● Premises ● Local Economy
● Workforce ● Housing
● Finance ● Education and recreation.

Call Mike French on

01278 435300

FAX 01278 444076

DX No. 80619, Bridgwater

Send coupon below or attach your business card to this ad and mail to the address below.

To: Mike French,

Economic Development Manager,

Sedgemoor District Council,

Bridgwater, Somerset TA6 2AR.

Send me the facts on Sedgemoor in Somerset as a business location.

Name _____

Position _____

Company _____

Address _____

Tel _____

مكاتبنا في لندن

FRIDAY OCTOBER 17 1997

EST
funding
launched

ON POLICY
forms may reach \$2b

SAVINGS
s face crackdown

predicts 6% price on

ip narrows margin

ke action over pay

Graham reports
market

...the prime minister, yesterday...
...the party's financial dependence...
...supported by launching a review of...
...is a significant moment in...
...If spending limits are...
...at far easier for us to cut the...
...the unions...
...party funding will be...
...in public life, set up by the...
...administration to make...
...of parliament John Major, the...
...party funding from the...
...chairman Lord Nolan, is...
...yesterday, that Lord Nolan...
...Patrick Nott, a former...
...the Patrick Nott...
...the funding of parties, serving...
...donations put pressure on...
...the public...

FINANCIAL TIMES

"Part of my daily reading for as long as I care to remember. The FT's global coverage complements our international reach."

HERR JÜRGEN SARRAZIN
Chairman
Dresdner Bank AG

Printed in London, Frankfurt, New York, Paris, Tokyo, Stockholm, Los Angeles, Leeds, Madrid and Hong Kong.
Read by more than a million people in over 140 countries worldwide.

FINANCIAL TIMES
No FT, no comment.

PART SIX OF A 12-PART SERIES • PUBLISHED ON WEDNESDAYS AND FRIDAYS

THE GLOBAL COMPANY

Marketing Managing global brands

Shimmering symbols of the modern age

Brands seek to capture both the hearts and minds of consumers and are central to the concept of the global company, writes John Willman

They are universal icons. Recognised the world over, they sell everything from cola to cars.

They have a powerful pull on consumers in cosmopolitan cities such as New York and São Paulo. And they touch the lives of people living in remote rural communities across the globe.

But global brands are about much more than logos and advertising campaigns, according to Brian Boylan, chairman of Wolff Olins, a consultancy specialising in branding and corporate identity.

They are central to the idea of a global company. "There are too many businesses out there doing the same things," he says.

"Global branding is a way of saying your company makes a difference, which moves you up the pecking order."

Companies such as Coca-Cola, McDonald's, Walt Disney, Sony, Body Shop and Mercedes-Benz have become

world leaders through the strength of their brands. By becoming synonymous with their products, they almost own their categories.

Others such as PepsiCo, Danone and Nestlé - powerful corporate brands in their own right - have done the same by branding particular products. Doritos tortilla chips, Evian mineral water and Nescafé instant coffee are the household names that competitors strive to beat. Strong brands bring other advantages, not least in cost-savings. Frito-Lay, PepsiCo's snack food division, is introducing Doritos across Europe with packaging that looks the same in every market and is marketed in the same way.

"We have a good idea of the marketing mix that works," says Martin Glenn, commercial vice-president for Frito-Lay in Europe, Middle East and Africa. "People differ in the way they eat snacks... But tastes around the world are similar and

we've learnt the key thing is to get people to try them."

A well-established brand name can broaden a company's ambitions, allowing it to introduce new products or move into new markets. Walt Disney has stretched its brand well beyond films to cover books, clothing, toys, games and holidays.

"People don't have to pay 30 per cent more for a Disney T-shirt," says Raymond Perrier, brand evaluation director for Interbrand, the leading brand consultancy. "But they do so because the brand means more to them than just a T-shirt - it embodies the Disney magic."

Most of the world's most famous brands are in consumer goods and services. But branding is becoming important in supplying businesses, as corporate customers seek the assurance of a global brand for their information technology services, audit and legal services.

"With more choice between suppliers, business

The world's most valuable brands

Coca-Cola	47.99
Marlboro	27.64
IBM	23.70
McDonald's	19.94
Disney	17.07
Sony	14.36
Kodak	14.24
Intel	13.27
Gillette	11.99
Swire	11.59
Nike	11.13
Kalunga's	10.67
AT&T	10.39
Nescafé	10.34
GE	10.29
Hewlett-Packard	9.42
Pepsi	9.32
Microsoft	8.99
Frito-Lay	8.39
Levi's	8.17

customers are looking for consistency and trust," says Mr Perrier. "IBM fell into the trap of just selling computers. Now it realises it needs an ongoing relationship of trust with its customers which a single global brand can help build."

There are circumstances when it makes sense to

Hostess was converted to Lay's earlier this year.

Where the company has strong brand equity - in Mexico with Sabritas or the UK where Walkers crisps is the market leader - Frito-Lay will preserve this.

"We're not seeking uniformity for the sake of it," says Martin Glenn. "But we will

enhance. But the group's Buitoni Italian food products make no mention of the ultimate owner.

"Consumers outside Italy see it as a quintessentially Italian family brand," says Interbrand's Mr Perrier. "They don't want to be reminded that it belongs to a giant Swiss conglomerate."

Even in less diverse businesses where global branding makes sense, attention must be paid to local preferences. McDonald's, selling a US fast-food concept with a consistency that is almost chilling, serves wine and salads with its burgers in France. For the Indian market, where beef products are taboo, it created a mutton burger: the Maharaja Mac.

But products must be differentiated still further, says Richard Block, global planning director for J. Walter Thompson, the advertising agency owned by WPP.

"The world is going two ways," he says. "Technology

and business are pushing globalisation, but at the same time the world is falling apart into smaller communities."

Young urban professionals in London have more in common with their contemporaries in Singapore than with middle-class families in Berkshire. The latter have more in common with people living in the affluent suburbs of Sydney.

The challenge for marketing professionals is to link their product to individual needs. One way is product proliferation - so that Coca-Cola becomes Classic Coke, Diet Coke and Cherry Cola. Coca-Cola remains the brand, but is delivered by a variety of means.

General Motors has chosen four global brands for its cars, in Saab, Cadillac, Opel and Chevrolet. A single brand could not stretch from the Opel Astra to a performance car such as the Saab 9000 or a luxury saloon like the Cadillac.

Another is to create an idea for a single brand that transcends such differences by identifying it with an attitude rather than a particular lifestyle.

"Good branding is about stirring emotions," says Peter Farnell-Watson, European managing director at Landor Associates, the US branding consultancy. "It sits in people's minds and has an attachment in their hearts."

Thus Nike is much more than a pair of trainers: it is about personal empowerment. Body Shop, the cosmetics retailer, offers ethical consumption in a world where the environment is under threat. And IBM offers solutions for the planet - it is a company that can enhance your business performance.

But establishing just what the big idea is needs to be taken seriously at the highest level in the company.

The companies which have managed their brands best are those led by chief executives who take the keenest interest in branding. Roberto Goizueta at Disney and Lou Gerstner at IBM.

"Brands are valuable assets which have a massive impact on the way you run your business," says Mr Perrier of Interbrand. "No one would hand a \$20bn (\$12.5bn) asset to a 23-year-old in the marketing department - but many companies that aspire to global reach do just that with their brands."

In Wednesday's FT
Global alliances

Fred Hassan of
Pharmacia & Upjohn
Luxottica and Parmalat

Own words Peter Brabeck, chief executive, Nestlé

Striking a balance between familiarity and efficiency

Peter Brabeck, 52, took over as Nestlé chief executive in June 1997. He joined Nestlé Austria as a Findex frozen foods salesman in 1968.

At Nestlé our corporate and product brands are our main assets and we have to make sure they are used in the best possible way. At a functional level, considerable gains can be realised in purchasing, fine-tuning production processes and rationalising distribution once a brand has achieved critical mass.

However, there is far more to successful brand leadership than maximising economies of scale - we also need to appeal to the individual consumer's emotional side. Our brands must project a familiar closeness and they cannot do so if they are not in tune with the ethnic, social and religious background of the people who purchase them.

Successful brands are not only big; they are also strong. Their strength comes from daily contact with consumers. The more this contact is perceived as being on a one-to-one

basis, the more they will reinforce the inclination to buy a given product again and again. Having established familiarity, the brand moves into a position of trust - the common attribute of all popular brands.

At Nestlé we use two brands on one product. The local, more intimate product might only be familiar and appeal to a small group of consumers. But all of the product brands in a given range are federated under the roof of authoritative, corporate strategic brands such as Nestlé or Nescafé.

So a difficult equilibrium needs to be found between consumer familiarity and marketing efficiency. We regard our brands as "creatures with a soul". They need to be nursed rather than managed to maintain their relationship with our consumers.

This means marketing cannot be a head office activity. In our Vevey headquarters, we can fix the framework and visual identities. We establish a hierarchy in the ranking of brands and the more strategic their character, the deeper our involvement in their positioning, design features and technological



development. This is one of the key tasks of our strategic business units. But giving life to our brands, making them relevant to our consumers is the responsibility of the local management, which enjoys a high degree of autonomy. A decentralised management style ensures closeness to the consumer through familiarity with the local environment.

At a corporate level, we

take pride in our brands and have full responsibility for their development, performance and the quality that has been their hallmark for more than 130 years. That is why the majority of our products - whatever their brands - are clearly identified as coming from Nestlé. Our logo provides a "seal of guarantee".

Interview by William Hall

Case study Intel and Yahoo!

Accidental advertising campaigns

Louise Kehoe and Nick Denton on the global reach of two companies

Intel, the world's leading chipmaker, and Yahoo!, a start-up that has become the leading internet media group, stumbled into the business of building global brands almost by accident.

For Intel, the lights went on in 1989. An advertising campaign aimed at urging computer manufacturers to switch to its latest microprocessor, the 386, had the surprising side-effect of persuading consumers to ask for 386-based computers.

At the time, says Dennis Carter, Intel vice-president and director of marketing, "I didn't really know what a brand was. But it became evident that we had created a brand and that it made a difference in consumers' purchase plans."

The next step was to brand not merely one prod-

uct but the whole range, using the now-familiar "Intel Inside" logo. Intel launched the campaign in 1991 with its first "co-operative advertising" programme, offering to share the costs of advertising with computer manufacturers that used Intel chips.

Soon after came the first "Intel Inside" TV commercial - a journey through the innards of a personal computer, ending up at the microprocessor stamped with Intel's logo. It had become the first semiconductor company to hawk its product to consumers as though it were a new cola.

Intel initially tailored its advertising to different markets. In Japan, for example, the logo read "Intel in it", but was abandoned when the company found the "Intel Inside" brand was better recognised because of information from the US.

"This really drove home the homogeneity of the global PC market," says Mr Carter. Since then, its logo has appeared in more than

\$3.4bn (£2.1bn) worth of advertising - including spending by PC manufacturers - according to Intel.

In comparison, Yahoo!'s marketing resources are meagre. But the web navigation service has made full use of the global reach of the internet to build its name, relying heavily on users to spread the word.

Yahoo! grew out of a list of favourite web sites maintained by two Stanford University students. Although there was one of hundreds of similar hobbyist web guides at the time, it drew followers with its contemporary style and catchy name.

"A big portion of what has got Yahoo! on the map is just great word of mouth," says Karen Edwards, director of brand management. In particular, Yahoo! built a grassroots following among the many newcomers to the internet who regarded the service as a friendly "home base" among the confusion of the web.

Yahoo! also attracted users at minimal cost through strategically placed "hyperlinks" on other web sites, such as the home page of Netscape Communications, the leading supplier of web browser software.

The start-up company demonstrated the potential of the internet for building global brands, a lesson that has not been lost on bigger companies. Even before

Yahoo! spent money on traditional advertising, it was attracting users worldwide. Last year it began advertising on television and radio in an attempt to encourage "near surfers" - people not yet online but who are interested in taking the plunge - to use its services.

"When we went out and advertised on television early last year, it was every last penny we had," Ms Edwards recalls. But the move paid off by helping Yahoo! to differentiate itself from a growing band of competitors by achieving broader brand recognition.

Last spring, the group launched its initial public offering providing extra funds for more advertising and expansion of its services. Yahoo! is the most highly valued internet media company, with a market capitalisation of \$2.8bn. An estimated average of 5m computer users go to Yahoo!'s web pages every day.

About 30 per cent of visitors to Yahoo!'s web site are from outside the US and the company has also established web guides aimed at international markets.

Even as Yahoo! is making more use of "old media" to promote its brand name, Intel is moving on to the web. The semiconductor company is among the biggest spenders on the "banner ads" that adorn many web pages.

Get a life.

Work from home

Here's the choice: to transport or to teleport. To battle your way into the office every day through traffic, across town through the public congestion. Or to work at home with your PC and be in direct contact with your office via 3Com modems. Being able to send memos, letters, plans, reports, anything in seconds to the desktops of your colleagues (or to their homes, of course). This is not the shape of things to come. It's here today courtesy of 3Com, world leaders in communications technology. So, next time you're in a jam, think of the possibilities that you're missing when you could be working at home.

For more information, contact your local 3Com representative or call 01753 751200.

01753 751200

NetServer: A modem/router/server device that enables ISDN/analog connections from anywhere to your central office.

Counter Modem: A high speed ISDN/analog modem for linking the home to the office.

هكزامن الأمل

INTERNATIONAL
ARTS
GUIDE

AMSTERDAM

BRISTOL

GLASGOW

LONDON

MANCHESTER

ARTS

Meeting the challenge of Chopin

Andrew Clark talks to pianist Garrick Ohlsson about his marathon cycle

There were no fewer than three Beethoven sonata cycles in London last season – but where was the complete Chopin? Too many short pieces, too much of it superficial, some of it too difficult, and taken together, too much of a good thing: this is a common perception.

Or misconception. There is a large and eager public for Chopin, and there is one pianist superbly qualified to play it: Garrick Ohlsson. In 1985 he demonstrated the appeal of a Chopin cycle in New York and several other North American cities. Now he is bringing it to Europe. His first instalment is at Salle Gaveau in Paris next Wednesday. The same programme comes to London's Wigmore Hall on Sunday October 26 and the National Philharmonic Hall in Warsaw on November 7. Thereafter Ohlsson will revisit each city at intervals until March to complete a further five programmes.

Ohlsson, 49, won the Chopin Competition in Warsaw

in 1970, pipping Mitsuko Uchida and Emanuel Ax to the first prize. It guaranteed him instant recognition in eastern Europe and his native US, but he has only recently begun to stamp his presence on musical capitals in between.

No one who has heard Ohlsson in recital is likely to forget it. He commands just about the biggest sound you can hear today, but uses his power sensitively and poetically. He has an abundant technique. It is the combination of these qualities which makes him a formidable interpreter of Chopin. You may miss the temperament of Argerich, the grandiloquence of Horowitz, the free-and-easy spirit of Rubinstein – but you will hear a confidence and eloquence of expression which few contemporaries can equal.

Ohlsson, whose intellect matches his physical size, says the public's enthusiasm for Chopin is rarely satisfied in the concert hall. He cites two reasons, the first being the physical difficulty of the

music. "To put it crudely, if you play Beethoven's *Appassionata* moderately well, but not at the level of the great pianists, the big life-and-death issues are still clear. With Chopin, it's a bit like championship ice-skating – the difficulties are often part of the beauty. When he launches a spectacularly brilliant arabesque, if you don't play it really elegantly, with beautiful shape and sound and all the notes in place, it's better not to have it at all."

The second obstacle is the widely-held view that Chopin is little more than a salon composer: all the more reason for doing a complete cycle, because it brings out the serious Chopin alongside the composer who makes people sigh and swoon. "He's not just a dessert, not just for providing a nice finishing touch to show how pretty the piano can sound," says Ohlsson. "There's also a slightly dangerous side – a man who really had a volcanic temperament, but was so civilised on the surface. He

knows how to present himself in public at all times, even when the emotions are deep and private, because he lets the ear be constantly intrigued and led on by the sound of the music. Sex appeal, if you will."

Ohlsson argues that Chopin looks forward to the 20th century as much as he harks back to the classical era – one reason he was misunderstood by German contemporaries such as Schumann, who hailed him as a revolutionary while failing to recognise the underlying structural links in the music.

"There are moments in the E flat minor Polonaise where Bartók couldn't give you a more bitter pill to swallow. On the other hand, he was the most baroque of the Romantic composers. He worshipped Bach and Mozart, and his music is his way of mixing the two – Bach's colossal human brain and Mozart's unpremeditated inspiration. When you hear

the F minor Fantasy or the first Ballade, you never trouble to think 'how did that happen?'. You're just swept along. But when you start taking a cold look at how it was written, it's even more impressive: these are works of stunning complexity and economy of means."

Putting together a couple of all-Chopin recitals is easy enough; dividing the entire solo oeuvre into six coherent programmes, each lasting two-and-a-half hours, is a major challenge. Ohlsson wanted a good ending to each half; he also opted to preserve the integrity of each opus number. "It's most clear in the op.41 Mazurkas: each is lovely by itself, but when you hear them together, you say 'yes, of course'. You don't want too many pieces that trump each other, nor do you want two lots of mazurkas together – it diminishes the pleasure."

As for quality, Ohlsson believes only a handful of pieces fail to make the grade. He cites the first movement of the C minor

sonata, written when Chopin was 17. But even the Rondo op.1, with which Ohlsson opens the whole cycle, has its merits: "The personality is already there – the irony, the intellectual sharpness, the cantilena, the plastic brilliance and that incredible sense of sound."

Quite apart from the fatigue which a Chopin marathon can induce in the under-prepared pianist, there is what Ohlsson describes as "the emotional problem" – the need to maintain the audience's alertness to the volatility and intensity of the music. "In one of the slight mazurkas, if you don't capture the audience from the first bar of its two-minute course, the reaction will not be displeased, but they may think it's not one of the good ones. It means you haven't done your job, because practically all the mazurkas are fantastic. You have to create an architecture of emotion through the whole performance – in a way that is unnecessary for Beethoven. In a Beethoven cycle, no



Garrick Ohlsson: Chopin's music 'is not just dessert'

matter how you programme it, you've got roughly two sonatas per half, and Beethoven does the driving."

The longer you talk to Ohlsson about Chopin, the more you realise he is a walking compendium. All the greater danger, then, of being typecast as a specialist. Ohlsson saw the warning lights when he won the Chopin Competition. Mindful of the way Van Cliburn, winner of the Tchaikovsky Competition in Moscow, burned himself out playing the Tchaikovsky First Concerto around the world, Ohlsson turned down his agent's invitation to repeat the trick with Chopin. In the intervening quarter-century he has had ample opportunity to indulge his interests from Bach to contemporary American repertoire. Now he is returning to his first love.

Theatre
Play in pictures

In terms of creating captivating stage images which connect directly with the emotions, Yukio Ninagawa is one of the most inspirational directors in the world. Whether a given production seems successful overall or not, one invariably comes away haunted by the pictures he has painted onstage. Ninagawa trained as a painter before discovering his theatrical metier, and often begins his work on a play by finding an overarching visual aesthetic.

Since his *Macbeth* and *Medea* at the Edinburgh Festival a decade ago, Ninagawa has made a more or less annual series of visits to Britain under the aegis of producer Thelma Holt. This, however, is the first time the company has presented a modern Japanese play in Japanese (with a taped synopsis read by Alan Rickman). *Shintoku-Maru*, adapted by Rio Kishida from the late Shuji Terayama's play, is a broth of hyperreality, surrealism and the supernatural; incestuous tension, a visit to the underworld, a "mother shop" where Shintoku's father buys a new parent for him and a supporting cast of sideshow figures each periodically bubble to the surface of Terayama's challenging, bewildering work.

The first and last images we see are those of a crowded street populated by a variety of market traders and other characters, lit from above by the jets of feathery sparks given off by a group of buzzsaws applied to a metal gantry, vessels laden with candles float by in the underworld. Shintoku's major confrontation with his stepmother Nadeshiko takes place amid a shower of tissue-paper snow



Kayoko Shiraiishi and Tatsuya Fujiwara

beneath an enormous moon, which also witnesses their ultimate acknowledgement of love for each other. Events are accompanied by Akira Miyagawa's gently rocky score.

The pictures are astounding, but feel discrete rather than connected. Ninagawa seems to have applied himself to each segment of Terayama's text without having found a unifying vision. Where the director's 1994

production of the even more episodic *Peter Gint* was at least spanned by the visual motif of the endlessly peeling onion, there is no single discernible path through *Shintoku-Maru* either for Ninagawa or the audience.

Kayoko Shiraiishi as Nadeshiko oscillates as demanded between wifely devotion and spellbinding wickedness, and 15-year-old Tatsuya Fujiwara, in his professional stage debut, handles the con-

traditions and confusions of Shintoku with more than assurance. After 90 minutes, one leaves as haunted by moments as with any Ninagawa production, but unsure on this occasion what exactly is doing the haunting.

Ian Shuttleworth

Barbican Theatre, London EC2, until October 18 (0171 638 8891).

Ballet/Clement Crisp

To the Hart of the company

Legris were no whit less sublime. Evelyn Hart, borne on the air, wrapping Chopin's music round her like a cloak, phrasing like an angel, is a uniquely gifted ballerina. Legris, as I have noted on many occasions, is a marvel of technical beauty and elegance. Together they made Robbins' every step a delight.

The evening was otherwise a huge disappointment. Returned on Wednesday – the chance to see Evelyn Hart again the reason rather than any sense of duty – I saw a troupe happier, more engaging. The opening piece was *Ballo della Regina*, Balanchine's delighted response to Verdi ballet music and to the brilliance of Merrill Ashley, whose gifts it celebrated. Ashley has staged it for Winnipeg, and the company bowed under a terrible weight: that of knowing choreography is a fustian activity, akin to bingo or dwarf-throwing.

The redeeming feature of the evening was the presence of Winnipeg's genius, Evelyn Hart, partnered by Manuel Legris (*Étoile* of the Paris Opera) in *Other Dances*. Jerome Robbins made this for Makarova and Baryshnikov. Hart and



Evelyn Hart: sublime

women who went dutifully through the motions. Evelyn Hart, whom I have greatly admired for two decades, is a phenomenon in the role. You see intensity of feeling – none more intense – allied to a vaporous physique, arms floating tendril-like in gesture, accents and phrasing whisper-soft, the dance set out in a belief-defying legato which is the embodiment of Giselle's character. I have seen every spiritual, so disembodied a reading, or one that conveyed the marvel of this choreography so beautifully. A critic writing of Olga Spessivtseva, holiest of this century's Giselles, said that "it

was her astral body not her physical presence that we saw". This is true of Evelyn Hart's will Giselle, a forgiving spirit for whom the world no longer exists, fulfilling the last duty of her love for Albrecht. Furest, noblest art. It was a privilege to watch her.

Hart then appeared in Tudor's *The Leaves are Falling*, whose gentle manner suits the Winnipeg dancers very well. Hart – in the role made for Gelsey Kirkland – turns its sentimentalities into dreams, longing, regret, something grander than itself. And in a final coup, a piece of bright, sparky, dance-making from the Canadian Joe Laughlin. *L'Étiquette* is about baroque manners twisted, tickled, sent-up, knocked-down. A dinner party; fans flicked open in a coded signal; a boy dressed before us in drag; elaborate manners and not-so-elaborate jokes; period costume and projections of baroque interiors; and an irresistible verve are the ingredients. With Bach, Coralli, Vivaldi as score, Laughlin is amused and amusing, yet gets to grips with the idea of elaborate conventions and the secret language of any tight-knit social group, and has fun. So do we. The piece is a bit light-weight in dance, but it is original and has just enough mystery not to seem merely a caprice. Hurrah for Laughlin and his cast.

The Royal Winnipeg Ballet's tour is sponsored by Wood Gundy.

Heritage Lottery pays out musical benefits

The Royal Academy of Music was yesterday awarded £7.6m by the Heritage Lottery Fund. The money will go towards the acquisition of its adjacent building in London's Marylebone Road, 1-5 York Gate, which was designed by Nash.

The RAM will use the building to display its unrivalled collections of Italian string instruments and pre-1900 brass instruments; to house its library; and to create a new concert hall and rehearsal room. The RAM now has to raise up to £6m through its own resources to complete the project by its target date of January 2000.

The fund made two other awards to the musical heritage yesterday. It gave £375,000 to the Handel House Collections to enable it to acquire one of the finest groups of Handel material, known as the Byrne Handel, ever assembled. It consists of 1,000 items and includes a newly-discovered Handel composition which had been transcribed, in his own

hand, by Mozart. This short fugue was played yesterday by students of the RAM.

The Handel collection will go eventually to the Handel Museum in the composer's London house in Brook Street, Mayfair. The fund has already contributed to the acquisition of the property and the museum also hopes to open in 2000.

INTERNATIONAL
ARTS
GUIDE

AMSTERDAM

DANCE
Het Muziektheater
Tel: 31-20-551 8911
Driemaal Balanchine: National Ballet programme of three works – *Concerto Barocco*, *Violin Concerto* and *Apollon Musagète*; to music by Bach and Stravinsky; Oct 18

EXHIBITION
Van Gogh Museum
Tel: 31-20-570 5200
Auguste Préault (1809-1879): Romanticism in Bronze. 75 sculptures and medallions by the nonconformist whose works, during his lifetime, were regularly rejected by the Salon jury. This display includes important works produced during the 1830s and 1840s; to Jan 11

BASLE
EXHIBITIONS
Öffentliche Kunstmuseum Basel
Tel: 41-61-271 0828

Peter and Samuel Birmann – Artists, Collectors, and Dealers: first major exhibition devoted to Peter Birmann and his son Samuel, the landscape painter; at the Kunstmuseum; to Jan 11

BERLIN

CONCERTS
Konzerthaus Tel: 49-30-203090
Berlin Symphony Orchestra: conducted by Andreas Delfs in works by Britten, Handel and Shostakovich; Oct 18, 19

BILBAO

EXHIBITION
Guggenheim Museum Bilbao
Tel: 34-4-423 2799
The Guggenheim Museums and the Art of This Century: the new museum's inaugural exhibition features more than 300 works of modern and contemporary art from the Guggenheim's collections

BONN

EXHIBITIONS
Kunst- und Ausstellungshalle der Bundesrepublik Deutschland
Tel: 49-228-917 1200
Kunsthalle Bremen: selection of important works including paintings, sculptures and copper engravings from the collection of the Kunsthalle Bremen; to Jan 11

CHICAGO

OPERA
Lyric Opera of Chicago

Tel: 1-312-332 2244
● Idomeneo: by Mozart. Conducted by John Nelson in a staging by John Copley; Oct 18
● Peter Grimes: by Britten. Conducted by Mark Elder, making his Lyric Opera debut, in a staging by John Copley. Ben Heppner sings the title role; Oct 17, 20

LONDON

CONCERTS
Barbican Centre
Tel: 44-171-638 8891
London Symphony Orchestra: conducted by André Previn in works by Mozart and Beethoven; Oct 18

DANCE
Labatt's Apollo, Hammersmith
Tel: 44-171-416 6082
The Royal Ballet: *The Sleeping Beauty*. Production by Anthony Dowell, with designs by Maria Björnson; Oct 17, 18

EXHIBITIONS
Hayward Gallery
Tel: 44-171-261 0127
Objects of Desire: The Modern Still Life. Exploring 20th century developments of a 400-year-old genre, this show ranges from Picasso and Matisse to Oldenburg and Warhol; previously seen in New York; to Jan 4

THEATRE
National Theatre
Tel: 44-171-928 2252
● An Enemy of the People: by Ibsen, in a new version by Christopher Hampton. Directed

by Trevor Nunn. Cast includes Ian McKellen: Oliver Theatre; in repertory
● Chips with Everything: by Arnold Wesker. Directed by Howard Davies and designed by Rob Howell; Lyttelton Theatre; in repertory
● Othello: by Shakespeare. Directed by Sam Mendes and designed by Anthony Ward. David Harewood plays Othello. Claire Skinner is Desdemona; Cottesloe Theatre; in repertory

LOS ANGELES

CONCERTS
Dorothy Chandler Pavilion
Tel: 1-213-365 3500
Los Angeles Philharmonic: conducted by Esa-Pekka Salonen in Mahler's Symphony No. 3; Oct 17, 18

MELBOURNE

DANCE
Melbourne Festival
Tel: 61-1800-338 998
New York City Ballet: Programme One includes *Interplay* by Jerome Robbins, *The Four Temperaments* by Balanchine and *Fearful Symmetries* by Peter Martins; at the State Theatre; Oct 17. Programme 2 includes *Donizetti Variations* and *Rubies* by Balanchine, and the *Barber Violin Concerto* by Martins; at the State Theatre; Oct 18

MUNICH

DANCE
Bayerische Staatsoper
Tel: 49-89-2185 1920

Bayerische Staatsballet: *Romet* and *Juliet*. John Cranko's choreography is set to Prokofiev's score, with sets and costumes by Jürgen Rose; Oct 18, 19

NEW YORK

CONCERTS
Lincoln Center
Tel: 1-212-721 6500
New York Philharmonic: conducted by Neeme Järvi in works by Thomson, Tchaikovsky and Mendelssohn. With tenor Richard Clement and violin soloist Tasmin Little; Avery Fisher Hall; Oct 17, 18

NEW YORK

EXHIBITIONS
Museum of Modern Art
Tel: 1-212-708 9480
Egon Schiele (1890-1918): The Leopold Collection, Vienna. Around 150 works by the Austrian Expressionist, dating from 1905 through 1918; to Jan 4

OPERA
Metropolitan Opera, Lincoln Center Tel: 1-212-362 8000
Ariadne auf Naxos: by Strauss. Revival of a production staged by Elijah Moshinsky; Oct 17

New York State Theater
Tel: 1-212-870 5570

The Magic Flute: by Mozart. New York City Opera revival. Conducted by Derrick Inouye in a staging by Lotfi Mansouri; Oct 17

PARIS

CONCERTS
Salle Pleyel Tel: 33-1-4561 6589
● Orchestre de Paris: 30th anniversary celebration. Conducted by Semyon Bychkov in a programme including works by Berlioz, Bartók, Stravinsky and Bach; Oct 17
● Orchestre de Paris: conducted by Iván Fischer in works by Schubert, Mozart and Bartók. With piano soloist Richard Goode; Oct 22

DANCE
Opéra National de Paris, Palais Garnier Tel: 33-1-43439696
Paris Opera Ballet: in Swan Lake; Oct 17, 18, 19

EXHIBITIONS

Grand Palais
Tel: 33-1-4413 1717
Georges de La Tour: bringing together all but one of the 43 works now recognised as the work of the 17th century master; to Jan 26

Jeu de Paume
Tel: 33-1-4703 1250
César: major retrospective of one of the most important French sculptors of the twentieth century. Tracing the different approaches and materials with which he worked, the exhibition includes almost 500 objects; ends on Sunday

OPERA
Opéra National de Paris, Opéra Bastille Tel: 33-1-44731000
Aufstieg und Fall der Stadt Mahagonny: by Kurt Weill. Conducted by Jeffrey Tate in a production directed by Graham Vick; Oct 18, 20

VIENNA

EXHIBITIONS
Kunsthaus Wien
Tel: 43-1-712 0495
Herb Ritts: first European retrospective of work by the American photographer. Previously seen in Boston; to Jan 18

TV AND RADIO

● **WORLD SERVICE**
BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (463m)

EUROPEAN CABLE AND SATELLITE BUSINESS TV
Monday to Friday, Central European Time:

● **NBC/Super Channel**
07.00: *FT Business Morning*
10.00: *European Money Wheel*
Nonstop live coverage until 15.00 of European business and the financial markets.
17.30: *Financial Times Business Tonight*

● **CNBC**
08.30: *Squawk Box*
10.00: *European Money Wheel*
18.00: *Financial Times Business Tonight*

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700

Friday October 17 1997

Club for Emu first-rounders

The French and German finance ministers this week agreed on a plan to set up a new club for first-round Emu participants, aimed at improving economic co-ordination. How well this works will help determine the long-term success of Emu.

The aim of the proposed group is to discuss issues of economic policy co-operation and structural reform. The French were hoping for a political counterweight to the European central bank, what they have got is an "informal forum" with no statutory powers.

But the forum will be more than a talking shop. It will convene just in advance of the monthly meeting of the 15 EU Finance Ministers (Ecofin), and so will have a prime opportunity to make important decisions without interference from the non-EMU countries. Finance ministers from the remaining EU countries could arrive at Ecofin to find themselves outvoted before they even start to talk.

The forum, then, will have power. What is in doubt is how well it will be used.

In some areas, Emu participants do need to co-ordinate closely with one another. Exchange rate policy for the euro is one. The collective fiscal stance could reasonably be another. In both areas, the discussions could break down in disagreement or reach unwise

conclusions. But the importance of the topics is clear.

In other areas, this inner group of members will find themselves discussing topics that are of interest to all members of the EU - employment policy is an obvious example; the harmonisation of fiscal structures and tax rates is another. Here the forum could be a catalyst to much-needed structural economic reform. But it could also prompt quite unnecessary harmonisation among countries well aware of their high costs and rigidities.

The potential is there for the forum to help Emu work better. However, the group will need to choose wisely. It must also achieve consensus if it is to act at all. Difficulty in agreeing the way forward could prevent any progress.

The group could also act as a device to exclude recalcitrant outsiders from exercising much influence even over sensitive decisions that directly affect them. Such divisions may well be an inevitable consequence of Emu. They could create serious friction, all the same.

The fundamental point, however, is that closer co-operation among members of Emu is inevitable. The task is to ensure that it is conducted wisely, minimising friction with those countries that find themselves permanently, or temporarily, outside the club.

Thai recipe

Foreign banks and investors in Thailand have understandably shown some wariness over the financial restructuring plans unveiled by the government this week. In theory, the programme looks sensible, even if it is belated. But the implementation is what matters.

Insolvent finance houses will be liquidated. Weak management in those that survive will be replaced. Bad assets will be bought in by a government agency and disposed of over the medium term. And regulations restricting foreign investment in the sector are to be liberalised. But the success of the programme will be decided by the will of the government to carry out the plans fairly and firmly.

The government's track record since the start of the financial crisis has scarcely been reassuring. Early action might have meant it never needed to turn to the International Monetary Fund, but it failed to realise the scale of the problem. Even when it did, in August, it had no ideas on how to tackle it.

This week's package, worked out with substantial help from the IMF and the World Bank, marks an important step towards a recognition of reality. Two potentially powerful agencies will decide which finance houses can be saved, and how to liquidate the rest. Much tougher standards are promised

for loan provisioning, which will require substantial recapitalisation of surviving banks and finance houses. The government has also announced potentially unpopular tax rises to comply with the IMF insistence on posting a budget surplus.

So far, so good. But there are still questions begging an answer. For a start, it is unclear how tough the government is willing to be in liquidating the worst performers. Many of the financiers behind them have been big contributors to political parties. The new Financial Restructuring Authority, which has to decide which companies will survive, must be deaf to special pleading.

Further details are promised today on the legal basis of the FRA, new powers of the Bank of Thailand to supervise the survivors, and tougher loan classification standards. They should provide more clarity. But there is still widespread anxiety among creditors that they have not been consulted.

The Thai government has drawn up a plan to help long-term investors by liberalising the banking sector. But it also has to regain the confidence of short-term lenders, many of whom were creditors of the suspended finance houses.

They cannot expect to get all their money back. But the government must ensure they all get treated equally.

Machine voting

The case for Britain using proportional representation in European elections has always been strong. The function of the European parliament is strictly representative: it does not have to sustain a stable government. So it may as well be as genuinely representative of the diverse currents of European opinion as possible.

All other member states use some version of PR for the elections. Britain, by not doing so, tends to distort the overall result with large swings to left or right. Moreover, since Northern Ireland has to use PR (otherwise the nationalist minority would not be represented at all), the use of first-past-the-post on the mainland unnecessarily divides the UK.

The government's commitment to introduce PR in 1999 is therefore welcome. Less so is its reported intention of using "closed" regional lists - a system that gives the electorate no chance to vote for or against individual candidates.

The advantage of that system for party managers is obvious. In New Labour's case it has a specific purpose, making it easier to de-select the "old labour" incumbent MEPs who won seats in the big leftward swings of 1984 and 1989. If the Conservative party were foolish enough to use it in the same way - in their case to de-select Europhile incumbents - prime minister Tony Blair would be only the more pleased.

Labour should think again before stooping to such petty politics. It is under no obligation to use the same system as any other member state. Even the Rome treaty commitment to an eventual uniform system is being diluted, under the Amsterdam treaty, to a system "based on common principles". But this would be a good chance, while the promised commission is deliberating on a possible PR system for Westminster, to see how the mainland electorate reacts to the single transferable vote system, long in use in both parts of Ireland.

Alas, that system, which allows voters to choose candidates irrespective of party by numbering them in order of preference, is much too democratic for control freaks like some of those around Mr Blair. But why not use the additional member system already planned for the Scottish parliament?

In its most democratic form, this can avoid lists altogether, using runners-up in single-member constituency contests to top up the numbers elected from each party until a proportional result is reached. Or, if lists are for some reason considered desirable in themselves, why not at least allow voters to express preferences within a party list, as they do in several continental countries?

Democracy means, or should mean, power for the people. Not just for party machines.

Unravelling the UN

Kofi Annan tells Edward Mortimer and Richard Lambert why the world needs a 'restructured and revitalised' global forum

In 1992, when Boutros Ghali became UN secretary-general, few doubted the importance of the job. The end of the cold war had freed the UN to act as the global policeman imagined by its founders. The Gulf war had shown that a coalition of member states, authorised by the Security Council, could beat back aggression. More UN peacekeeping troops were deployed around the globe than ever before.

Five years later the task facing Kofi Annan, Mr Boutros Ghali's successor, looks no less daunting. But it is far less glamorous. Since 1992 the UN has abandoned Somalia, failed to prevent genocide in Rwanda, and been elbowed aside in Bosnia. Its peacekeeping troops have dwindled from 80,000 to 22,000. No one dares propose a new UN peacekeeping force anywhere, since the US administration would rather use its veto than have to justify such an operation before Congress. The policing role has largely been taken over by regional organisations with one powerful state in control: Nigeria in west Africa, Russia in the former Soviet Union, the US from Bosnia to Haiti.

Marginalised in world security, the UN also faces bankruptcy. Many of the poorer members, as well as the richest, the US, have fallen behind their dues. The UN is not allowed to borrow so has had to raid its own peacekeeping budget (leaving troop contributors unpaid) to settle the most urgent of its bills. As UN peacekeeping declines, even that source of funds dries up.

In short, Mr Annan's task is to save the UN, rather than the world. Is he up to the job? And what can he do?

Mr Annan owes his position to the US, which last year vetoed a second term for his predecessor. Seeing an Egyptian thus humiliated, African states insisted that the post revert to another candidate from their continent. Thus Mr Annan, a US-educated Ghanaian, became, almost by default, the first black African secretary-general, and the first to rise through the ranks of the UN secretariat.

"Kofi gets on with everyone, so he won't get on with anything," was the jibe of one former colleague.

The first half of the statement is true. In the 38 floors of the secretariat building, in the permanent missions of member states even in the corridors of the US Congress, it is hard to find anyone who bears Mr Annan a grudge. Nor can anyone remember hearing him raise his voice. His is the soft answer that turneth away wrath.

But what about the second half? The idea that he is too nice to make tough decisions is indignantly denied by Mr Annan's loyal circle of aides, most of whom came up with him from the peacekeeping department he previously headed. They bear witness to his firmness in scolding any rivalry among them, as well as the energy with which he is driving forward the most comprehensive reform programme in the UN's history.

He has already regrouped UN activities into five "clusters", the heads of which meet with him weekly as a cabinet, and he is now seeking General Assembly approval for further reforms.



such as the cutting of 1,000 jobs and the appointment of a deputy secretary-general who would take over much of his day-to-day management role, leaving him free to provide "sustained intellectual and organisational leadership".

His critics, however, argue that Mr Annan fell at the first fence in July when he backed away from a plan urged upon him by Maurice Strong, his main adviser on reform, to bring the UN's multiple humanitarian relief agencies together under the Geneva-based High Commissioner for Refugees (UNHCR). Faced with fierce resistance from the heads of the agencies concerned, Mr Annan contented himself with giving the role of "emergency relief co-ordinator" to the head of the department of humanitarian affairs at UN headquarters in New York.

Denying that this was a setback, Mr Annan says he made his own choice. Rather than heap new responsibilities on an already overloaded UNHCR, he preferred to give them to a senior figure close to his own office. "If we have a problem with government X... will go down, with my authority, to read the riot act so that the humanitarian agencies do not get caught in political fights with governments

they are working with on the ground".

Behind such organisational changes, though, lurks the bigger question of the scope of the UN's operations. Mr Annan believes most governments, with the important exception of the US, realise that the UN's significance goes far beyond peacekeeping - that it is, as he puts it, "the only global forum we have and the only organisation that can assist us in these cross-border problems - what I call problems without passports" - whether it's environment, drugs or whatever.

In practice, this means the UN cajoling national governments to focus on such problems, and to take account of each other's priorities in formulating proposals for global action.

The secretary-general consults regularly with the private sector and with the heads of other agencies, including those outside the UN system (such as the World Trade Organisation). As he points out, the UN has a direct role in development through the UN Development and World Food programmes, and the UN Children's and Population funds (Unicef and UNFPA).

And in addition to that, the UN has for 30 years helped set the international economic and

social agenda through giant conferences such as the 1992 Earth Summit in Rio de Janeiro, which popularised the term "sustainable development", and the climate conference to be held in Kyoto this December.

Business, the voluntary sector and most governments find such get-togethers helpful. And, says Mr Annan, "quite a lot of them were very upset that one of the conditions coming out of Jesse Helms was 'no more global conferences'".

Why should Mr Helms, the arch-conservative chairman of the US Senate foreign relations committee, be in a position to dictate terms to the UN? Because without his support the Clinton administration cannot pay off the arrears which are crippling the UN budget. While Mr Annan and his officials are at pains to present the reform package as good in itself, aimed at enabling a "restructured and revitalised" UN to give all its members better service, everyone knows the Republican majority in Congress is the constituency which has to be satisfied. Since taking office in January, Mr Annan has already made more visits to Washington than his predecessor did in five years. He is even on first-name terms

with Mr Helms, who has agreed with his Democratic opposite number, Joe Biden, on a package to pay the US debt to the UN over three years. On the face of it, this sounds like excellent news for Mr Annan. Unfortunately, from his point of view there are three things wrong with the package:

● It computes the arrears to all international organisations (not just the UN) at \$819m, which Mr Annan has been told may with luck be raised to about \$800m. The UN's own calculations show a US debt to it alone of \$1.3bn.

● It is part of a larger foreign appropriations bill, which is stalled in conference between the Senate and the House of Representatives. Rep Chris Smith, chairman of the relevant House committee and veteran anti-abortion campaigner, is insisting the bill include language on abortion which President Bill Clinton would feel obliged to veto.

● And it is conditional on the UN adopting a list of specific reforms, most of which require General Assembly approval. Many other member states object to this procedure, pointing out they too have parliaments. If all tried to dictate UN policy in this way the organisation would grind to a halt.

One of the conditions is that the US's contribution to the UN regular budget be cut from 25 to 20 per cent. Meanwhile, Congress has unilaterally slashed the US share of peacekeeping budget costs, for which Security Council permanent members are supposed to pay a premium, from 31 to 25 per cent.

The shortfall can only be made up by higher contributions from other states, notably Japan and Germany, the two leading new candidates for permanent membership of the council. Neither is willing to pay the peacekeeping premium until it becomes a permanent member. For the regular budget Tono Eitel, Germany's UN ambassador, says his country would accept any "fair" schedule of assessments with or without permanent membership. But other member states believe both German and Japanese perceptions of what is fair will be crucially affected by their prospect of becoming permanent members.

Thus Mr Annan finds it impossible to disentangle his reforms from the issue of who pays what, which in turn connects with the even more fraught question of Security Council enlargement. He desperately needs the new scale of assessments to be agreed upon by the end of the year so that he can send out assessments for the 1998 budget in January. Yet he knows that the regular and peacekeeping budget assessments are linked, and that the peacekeeping one, at least, is also linked to Security Council reform, which will not pass by the end of the year because of rivalry between third world states over the proposed new regional permanent seats for Africa, Asia and Latin America.

Thus the UN's financial crisis seems set to continue, and the fate of Mr Annan's reforms, in spite of fulsome declarations of support from almost every member state, is at best uncertain.

OBSERVER

Weather vane

Peruvian president Alberto Fujimori, like having a crisis to manage. He's exchanged his shiny shoes for gumboots to stride around the country, directing operations to repel El Niño, the wobbly weather pattern lurking off the coast.

Torrential rains and floods are expected to hit Peru over the next few months, and Fujimori is leading battalions of bulldozers and diggers to dredge ditches, build retaining walls and move villagers away from rivers. He's put more than half the country under a state of emergency.

He came well out of his last big crisis six months ago, when he ordered commandos to storm the Japanese ambassador's residence in Lima and free 72 hostages. But his poll ratings have plunged since then.

Peruvians were impressed when his allies sacked three constitutional court judges who'd ruled that he couldn't run for a third term, or when the government engineered a pro-Fujimori takeover of a television station which had exposed torture and phone-tapping by the secret police.

Now Fujimori can talk exclusively about the civil

defence campaign against the weather menace: with El Niño's impact not expected to peak until next spring, it must be a welcome respite from all those pesky questions about poverty and abuse of power.

Unfree press

The world is getting used to the new, pro-reform face of Vietnam. But all the cooing up to the international community - especially investors and financial institutions - and noises about changing attitudes have drowned out reminders that the communist system still has those old repressive reflexes. Nguyen Hoang Linh, former editor of state-controlled business newspaper Enterprise, isn't seeing much of the supposed new dawn: he's in prison after being arrested for disclosing state secrets. He can be held for up to nine months while investigators try to stitch a case together.

Linh's offence was to investigate Vietnamese customs' purchase of four clapped-out second-hand patrol boats from Ukraine. He drew attention to some murky aspects of the deal and suggested Vietnam had paid \$4m too much for them.

It's not exactly the first such case in Vietnam, but the last one was some years ago. The guarantee of freedom of expression in

Vietnam's constitution seems to mean just as little as it ever did.

Slow march

Another of those big US marches is imminent, hard on the heels of those 700,000 evangelical "promise-keepers" who paraded for the Lord through Washington this month. In less than two weeks, there's a follow-up in Pennsylvania to the Afro-American "million-man march" of 1996 - but it looks unlikely to live up to its title of the "million-woman march".

Keynote speaker Winnie Mandela is undoubtedly charismatic, but some feel her current difficulty with South Africa's Truth and Reconciliation Commission over her role in the kidnapping and disappearance of several black youths in Soweto in the 1980s doesn't quite square with the aim of the march - "to help revitalise black families and communities".

Fowl play

Michael Crali's been careful not to cause a flap since taking charge two years ago at Equitas, the vehicle set up to run billions of pounds worth of Lloyd's of London's losses. Apart from the need to make a turn from the ruins of underwriting past,

Lloyd's names have been grumbling about the quiet American's \$280,000-a-year remuneration package and swish offices.

But Crali, 53, is used to living on the edge. He made his name in the 1980s turning California-based Argonaut Insurance from a basket-case into a winner. He's got stout support from his chairman David Matheson; the former Jardine Matheson boss will have no truck with the idea that Equitas executives are feathering their nests - or that they should root in the outer suburbs to save a few pennies on the rent.

For all his low profile, Crali might confound the sceptics. Far from being buried under a pile of claims, latest results suggest Equitas has got something to crow about. No-one's counting chickens yet, but Equitas could yet turn out to be the turkey that lays a golden egg.

Winged

Would-be investors in the spanking new airport to be built south of Berlin are being wooed by bankers BZW with upbeat talk of a new hub handling 20m passengers a year. A challenger for mighty Frankfurt? Maybe, but for now national carrier Lufthansa says it doesn't need a Berlin-London service, and is pulling out of the route.

Financial Times

50 years ago

Edinburgh Castle launched a new Union-Castle liner, the Edinburgh Castle, was successfully launched at Belfast yesterday. The naming and launching ceremony was performed by Princess Margaret, being the first big public engagement carried out by Her Royal Highness unaccompanied by any other member of the Royal Family. The Edinburgh Castle is the third vessel to bear this name in the Union-Castle fleet.

German Factory Dismantling The British Control Commission and the U.S. Military Government to-day announced that a total of 982 German factories, 380 of which are industrial establishments and the rest strictly war plants, have been listed for reparations under the new bizonal level of industry plan, and will be declared to the Four-Power Allied Control Council immediately. This total, which the announcement declared to be final, is less than half the 1,688 plants which were to be broken up under the quadripartite level of industry agreement of the spring of 1946. Of the plants listed, 496 are in the British Zone and 188 in the U.S. Zone. The British Zone list includes such famous works as Krupp at Essen.

brother
PRINTERS
FAX MACHINES

FINANCIAL TIMES COMPANIES & MARKETS

Friday October 17 1997

Week 42

PLUMB CENTER
Number one.
Second to none.
WOLSELEY
The same today.
The same tomorrow.

INSIDE

India's paperless revolution jolted

In Bombay's industrial suburb of Dadar, an old shredding machine is destroying millions of share certificates as India prepares for a paperless trading system. The process has been given a turbo-charged boost this week with the surprise announcement by Sebi, India's financial regulator, that institutions will no longer be able to trade in paper shares from January 15. Page 22

South Korea's turn in firing line

The Asian stock markets seem to be taking it in turns to get in the firing line of investor pessimism. After a summer of turmoil in the Asian countries, yesterday attention turned to South Korea, where worries about the threat of corporate bankruptcies have intensified, sending the composite index down 4.2 per cent to its lowest level for five years. Page 36

Russia's unbalanced metal market
There is little chance that demand for aluminium in Russia will pick up for some years. Yet, unless domestic consumption increases, the Russian industry will be unbalanced and heavily biased towards production of primary metal, mainly for export, says a new study of the industry. Page 26

European timber markets recover
European timber markets have staged a recovery this year, but producers still face stiff competition from low-cost suppliers. Page 26

Companies in this issue

AGF	17	Hypo Bank	18
AT&T	5, 20	Hyundai	5
Acer	17	IBCA	24
Arctic	18	IBM	12
BAT	16, 17, 23	ICG	20
BFCE	24	ITT Corporation	18
BT	1, 5, 16, 20	Ikea	1
BTR	23	Intel	12
Banco Popular	18	Ita-Yokado	22
Bayerische VB	18	J. P. Morgan	18
Brazhans SAF	18	Komatsu Store	4
Bre-X Minerals	18	Kvemer	5
Broad Technologies	22	Lawson	22
Bristol-Myers Squibb	5	Lufthansa	18
British Airways	18	MCI	1, 5, 16, 20
Chiao Tung Bank	22	Masrek	18
China Telecom	16	Marubeni	18
Coca-Cola	12, 16	Matra B&A	18
Compaq	24	Merck	5, 20
Credit National	17	Microsoft	18
Daeewoo	5	Ministop	22
Dasa	18	Mitsukoshi	22
Deutsche Babcock	18	Mitsui Motors	5
Deutsche Telekom	20	NTT	5
Deutsche Terminbörse	24	Natixis Banque	24
Digital Equipment	20	Nestlé	12
El Lilly	5	OTP	18
Endesa	18	Opel	1
Enersis	18	Porsche	5
Exide Electronics	22	Publicis	18
FamilyMart	22	Ranbaxy	22
Federal-Mogul	16, 23	Ryanair	18
Finnair	18	SAS	18
Fitch Investors Svc	24	SGS	18
France Telecom	20	Seven-Eleven Japan	22
GTE	1, 16, 20	Shell	17
Gencor	18	Siemens	22
Generali	17	Sprint	20
Gillette	24	T&N	16, 23
Gold Fields	24	Teleport	20
Hicks Muse	20	Van Kampen Group	24
Hilton Hotels	16, 17, 23	Walt Disney	12
		WorldCom	1, 16, 20
		Yahoo!	12
		Zurich	16, 17, 23

Market Statistics <http://www.ft.com>

Annual reports service	30, 31	Foreign exchange	26
Benchmark Govt bonds	24	Oil prices	24
Bond futures and options	24	London share service	30, 31
Bond prices and yields	24	Managed funds	27-29
Commodities prices	26	Money markets	26
Dividends announced, UK	22	New int'l bond issues	24
EMS currency rates	24	Source	34, 35
European prices	24	US trading data	27
Fixed interest indices	24	US Treasury, UK	32
FTSE-100 World indices	32	Short-term int'l rates	26
FTSE Gold Mines index	24	US interest rates	24
Emerging Market bonds	24	World stock markets	33
FTSE Actuaries share indices	32		

CROSSWORD, Page 26

Chief price changes yesterday

FRANKFURT (DM)		PARIS (FF)	
Rheinmetall	193 + 4	Cap Gemini	469 + 34
DLW	584 + 13	Castro	354 + 14
Hochtief AG	499.2 + 8.2	Parifone A	470 + 14.3
Pharmazie	428.5 - 12.5	Pharmazie	488 - 8.2
AME	86 - 2.5	Group GTM	380 - 14.9
Wella	1375 - 75	Tecap	731 - 37
NEW YORK (\$)		TOKYO (¥)	
Fed Mogul	4516 + 36	Rohm	533 + 18
Magnum	2774 + 23	Asahi Denso	680 + 35
Pharmazie	35 - 23	Fuji Spinning	218 + 9
Raychem	888 - 294	Mitsubishi	422 + 24
Cummins Eng	44 - 18	Pharmazie	465 - 12
Steel Ind	44 - 18	Nippon Fire	247 - 11
Yamaha Sec		Yamaha Sec	
LONDON (£)		KOREA (₩)	
Rohm	206 + 215	Rohm	29 + 1.25
DLW	124 + 184	Asahi Denso	57.5 + 1.0
Hochtief	499 + 291	Pharmazie	28.8 + 1.0
Pharmazie	80 - 20	Woolworth	14 + 0.4
Chem Design	625 - 104	Changung Kong	76.0 - 1.75
Marine & Spencer	6255 - 174	China Motor	76.75 - 3.0
TORONTO (C\$)		HONGKONG (HK\$)	
Rohm	10.35 + 0.05	Regional Cit	68.0 + 5.0
Asahi Denso	6.0 + 0.0	Safeway	22.0 + 2.0
Cummins Eng	10.25 + 0.7	Thai Milk	16.5 + 1.5
NCD Energy	10.75 + 0.75	Wilk & Hong	22.0 + 2.0
Pharmazie	15.7 - 1.3	Castle Peak	39.75 - 4.25
Woolworth	17.0 - 1.0	Precision Ship	24.5 - 2.5

New York & Toronto prices at 12.30.

Financial services tie-up expected to take a year to get regulatory go-ahead

Zurich sets out terms of £23bn deal with BAT

By Christopher Adams and David Blackwell in London

Zurich, the Swiss-based financial services group, yesterday revealed the terms of its £23bn (\$37bn) merger with the insurance and asset management arms of BAT Industries.

The deal will create Europe's second-biggest insurance company, but is expected to take nearly a year to clear regulatory hurdles and to obtain the necessary clearances from the tax authorities.

The merger is expected to generate annual savings and tax benefits of \$250m within three years. The merged company - to be known as Zurich Financial Services Group, or ZF Group - will pay \$500m in cash to BAT and assume \$200m of debt.

Zurich shareholders will

own 55 per cent of the new company, which will include Allied Dunbar, the UK life insurer, Eagle Star and Threadneedle Asset Management, as well as Farmers.

Two holding companies - Zurich Allied, to be listed in Zurich, and Allied Zurich, listed in London - will own the combined operation.

For BAT, the agreement is the end of a search for a suitable partner for its insurance business. For more than a year, it has sought ways to unlock the value of its insurance and tobacco interests.

The two customers of BAT's Farmers, the third-largest personal lines insurer in the US, will be targeted by Zurich's North American fund management businesses.

"The system that we have in place in North America, the UK and continental Europe



Rolf Hüppi, chief executive of Zurich (centre), with BAT chief executive Martin Broughton (left) and chairman Lord Cairns.

will provide access to a large customer base. It will open new markets," said Rolf Hüppi, Zurich chief executive.

Lord Cairns, BAT's chairman, said there would be an initial cut in the dividend for BAT shareholders because of the lower payout rate from ZF Group.

Martin Broughton, chief executive of BAT, said the British American Tobacco's separate listing would give UK investors their only opportunity to invest in a large tobacco group.

The tobacco company will be the third-biggest in the world, producing 700bn cigarettes a year covering 240 brands in 180 countries. Joining its non-executive directors will be Kenneth Clarke, the UK's cigar-smoking former chancellor of the exchequer.

After the demerger, BAT's borrowings on a pro forma basis were put at about \$1bn. It would have a "prudent but more leveraged balance sheet" that could provide superior value to shareholders.

covered 10 times at the net level, before taking into account the proposed \$368.5bn US tobacco settlement, which it does not expect to be concluded this year.

Shares in Zurich slipped \$14 to \$16.2. BAT closed \$4p lower at \$23.5p. Moody's, the credit rating agency, yesterday put Zurich under review for a possible downgrade from its Aaa financial strength rating.

Lex, Page 16
Complex construction, Page 23

Compaq reports record earnings

By Louise Kehoe in San Francisco

Compaq Computer surpassed Wall Street estimates to report record sales and earnings for the third quarter. Net income increased 54 per cent and revenues grew 31 per cent.

Sales for the quarter reached \$6.5bn, up from \$4.9bn in the same period last year. Unit sales were up 56 per cent.

Net income was \$562m, or 71 cents a share. This was 3 cents above Wall Street estimates. After a \$44m, or 6 cents a share, charge related to Compaq's acquisition of Tandem Computers, net income was \$517m, or 65 cents a share.

In the same period last year, Compaq reported net income of \$365m, or 45 cents a share. "These results reflect record performance for Compaq," said Eckhard Pfeiffer, chief executive. "Our new distribution focus has enabled Compaq's volume to grow more than three times the industry rate while increasing profitability."

In July, Compaq introduced a "build to order" programme for its business personal computer models, in which PCs are manufactured as orders arrive. This approach had reduced costs enabling price cuts, said Karl Mason, chief financial officer. "This produced a giant increase in volume with unit sales increasing by 50 per cent," he added.

In the consumer segment of the market, unit shipments were up 111 per cent in the quarter. "The under-\$1,000 products are selling like hot cakes," said Mr Mason.

Compaq had been successful in designing its low-priced PCs to minimise costs, he said. Analysts had been concerned that lower margins in this new category would put a drag on profits. However, after-tax margins on the low-priced PCs were "comparable" to those in other desktop PC segments, Mr Mason said.

Compaq's sales of servers - computers used in corporate networks - were up strongly. Over all, the "enterprise business", which includes workstations and fault-tolerant computers from Tandem, was up 71 per cent in the quarter.

Last month, the company said it hoped to hit revenues of \$50bn by 2000, up from its previous goal of \$40bn.

Taiwan computer maker to cut sales and profit targets by 20%

By Laura Tyson in Taipei and Paul Taylor in London

Renewed weakness in the market for D-Ram chips - a crucial component in personal computers - has forced Acer, Taiwan's largest computer maker, to cut its 1997 sales and profit targets by 20 per cent.

Acer yesterday said its was cutting its forecasts because of the continued weak performance of memory chip manufacturer TI-Acer, a joint venture with Texas Instruments in which the Taiwanese group holds a 48 per cent stake.

A worldwide glut prompted a sharp fall in product prices last year and, although prices appeared to have stabilised during the first half of this year, they fell again during the third quarter.

Analysts said yesterday that Acer's profits warning had been anticipated by investors

ducer of D-Ram - dynamic random access memory - chips and is due to be floated on the Taiwan Stock Exchange in the first quarter of next year.

It has been investing heavily to upgrade its technology and bolster production to achieve increased economies of scale before the flotation.

The semiconductor joint venture lost T\$400m in the first six months of this year because of the decline in memory chip prices.

A worldwide glut prompted a sharp fall in product prices last year and, although prices appeared to have stabilised during the first half of this year, they fell again during the third quarter.

following these latest price declines.

"The D-Ram sector is suffering from oversupply problems, and prices were okay in the second quarter but they fell very fast in the third quarter," said Julia Teng, an analyst with BZW. She added that some D-Ram makers were selling their chips at below cost.

Renewed doubts about D-Ram prices and other concerns have hit Acer's share price in recent months. The share price climbed to T\$111.5 in mid-July but has since fallen back, closing yesterday at T\$49.8.

Acer has also sustained losses in North America and is in the process of restructuring its US operations where it has faced difficulties selling its Aspire personal computer models through retail chan-

nels. "The restructuring is going well but it will take time to produce results," said Ms Teng.

Stan Shih, Acer's chairman, has previously said the group had lost more than US\$200m in the competitive North American market. In January, Acer acquired TI's notebook computer business.

Mr Shih said on Tuesday in Singapore that the fall since July in the company's share price was due to losses in the US, poor prices for D-Rams and a correction in the Taiwan stock market. To combat falling D-Ram prices, TI-Acer plans to increase production by shrinking chip size.

Acer should benefit from cost savings at TI-Acer next year and expects to raise about T\$1.1bn from the initial public offering.

Shell to spend \$500m developing renewable energy

By Robert Corzine

Royal Dutch/Shell, the largest international oil company, is to spend more than \$500m over the next five years to expand its presence in solar energy and sustainable forestry projects. This will be the single biggest investment to date in renewable energy resources.

The company, under fire in recent years over its environmental record, has decided to make renewable energy a fifth core activity, ranking it alongside its traditional operations of oil exploration and production, oil products, chemicals and gas and coal.

It will split the \$500m between solar and forestry, although extra capital will be made available to fund wind-powered schemes if a current Shell study shows them to be economically viable.

Its spending will include the establishment of new plantations of fast-growing trees such as eucalyptus in the southern hemisphere. These can fuel power plants in rural areas of the developing world.

The Shell move follows a recent announcement by British Petroleum, which vowed to become a world leader in solar energy with a \$1bn turnover target by 2010. It also comes just two months before governments gather in Kyoto, Japan, to discuss legally binding targets to reduce the emission of greenhouse gases.

Although the \$500m five-year investment plan pales in comparison with the \$10bn-\$11bn Shell spends each year on capital projects, executives say it is a "step change" from

previous commercial investments in alternative energy technologies.

The world market for solar energy is about \$1bn a year. But Shell executives say annual growth of 14 per cent means it will be worth \$5bn by 2010. Shell aims to capture at least 10 per cent of the world market for the photovoltaic cells that make up solar power panels before 2005.

The use of trees and other vegetation for rural power generation is growing at an annual rate of 15 per cent. The Shell target is to have a combined total of 250MW of such power plants installed by 2005. That is equivalent to only a medium-sized conventional power plant, but Shell executives say there are commercial prospects for large-scale power generation from biomass. They also point to the prospect that demand for energy from renewable sources will grow very strongly from 2020-2025, when production of fossil fuels may reach a plateau.

Jim Dawson, president of the new division, denied Shell's move was a "knee-jerk reaction" to pressure from Greenpeace and other environmental lobbying groups, although he conceded they were "now part of the business backdrop".

Greenpeace said it hoped Shell's commitment to alternative energy would trigger a race between Shell and BP to commercialise solar power. It also called on Shell to withdraw from the Global Climate Coalition of energy companies, which Greenpeace claims is trying to wreck the Kyoto climate change conference.

Generali attempts to justify AGF offer

By Andrew Jack in Paris

The battle for control of AGF, the French insurance group, intensified yesterday when Generali, the Italian insurance group which has launched a FF55bn (\$9.35bn) hostile bid, spoke out publicly in an attempt to justify its offer.

In a rare interview, Antoine Bernheim, the chairman of Generali and a senior partner with the investment bank Laz and Freres in Paris, said the group had a strong industrial strategy for AGF and that its offer at FF300 a share was fair.

AGF also made its first public comments on the takeover, formally declaring the Generali bid hostile and making a series of criticisms of it.

AGF denounced the value of Generali's bid as "inadequate", said there was a high risk that it was "only a financial move", and argued that it could lead to the dismantling of the AGF group at the expense of its employees without any gain for AGF shareholders.

In response, Mr Bernheim said the suggestion that Generali would break up the French company was "curious, given that AGF has itself already sold off a significant number of assets, such as its businesses in Morocco and Portugal, and its property arm in France at a big discount".

He rejected the argument that Generali's move was "financial", saying that the Italian group's core business was insurance and that its objective would therefore be to ensure that the insurance activities continued to grow.

He described as "absolutely extraordinary" the argument that the Generali bid of FF300 a share was inadequate. He said AGF, in its friendly bid launched earlier this month against Wornat, the industrial and financial holding company, would issue certificates guaranteeing a value on its own shares of only FF270 in 2000 - or worth FF254 in current terms.

AGF argued that the Generali bid did not reflect its strong performance during the third quarter of the year and underestimated the value of the group's life insurance portfolio.

It said it would seek "any other solution that would be more favourable to the interests of the group, its employees and its shareholders".

This announcement appears as a matter of record only.

SOMERFIELD

Somerfield plc

\$178,000,000
Guaranteed Senior Notes due 2003-2007

The private sale of the above securities and the swap into British pounds were arranged by the undersigned.

Dresdner Kleinwort Benson
North America LLC

BT Alex Brown

July 1997

COMPANIES AND FINANCE: INTERNATIONAL

SGS plans to buy back 15% of shares

By William Hall in Zurich and
Jimmy Burns in London

Société Générale de Surveillance, the world's leading testing and inspection company for international trade, yesterday announced a big share buy-back programme and replaced the head of its government contracts division in a bid to restore investor confidence.

The move follows allegations about corruption within the company linked to Benazir Bhutto, former prime minister of Pakistan.

SGS shares have substantially

underperformed the Swiss stock market after the loss of two of its most important government inspection contracts, and allegations of corruption, one of its former subsidiaries, had made commission payments to the Bhutto family.

Elisabeth Salina Amorini, SGS chairman, said yesterday that Hans Fischer, the head of the government contracts division, who had been temporarily suspended pending an internal inquiry into the corruption allegations, had left the company by mutual agreement.

He has been replaced by

Serge Pahud, SGS's former finance director and one of Mrs Amorini's most trusted executives.

SGS also announced plans yesterday to buy back and cancel up to 15 per cent of its shares over a two-year period through a series of offers to all shareholders at prices above the market.

The company has been battling with the Swiss tax authorities to overcome the tax disadvantages which prevent Swiss companies from buying back their shares. SGS has net cash of Sfr600m (\$648m) and wants to redeem stock because

it sees it as a good investment. Mrs Amorini said yesterday that although the tax laws had still not been changed in SGS's favour, she thought it was important to have the buy-back programme in place.

Earlier this month, SGS sold its majority stake in Cotecha back to the previous owners for an undisclosed sum. Mrs Amorini said SGS had bought the company in 1994 as a defensive move to prevent it falling into the hands of a competitor.

SGS last month announced it was launching an internal inquiry into claims that Cotecha had

offered to pay a fee of 6 per cent of a contract in Pakistan to Maristone Securities, a British Virgin Islands company in June 1994.

Pakistan investigators say they have identified that Maristone Securities was set up by the Bhutto family.

SGS announced it had bought a stake in Cotecha in June 1994, shortly before it won a five-year contract from the Pakistan government to provide pre-shipment inspection services. Shares in SGS finished up Sfr2.905 yesterday.

INTERNATIONAL NEWS DIGEST

Daimler to buy missile stake

Germany's Daimler-Benz Aerospace said yesterday it had signed a contract for the Anglo-French venture Matra BAe to buy a 30 per cent stake in its LF3 missile unit. The deal with Matra BAe Dynamics - a joint venture between Lagardere and British Aerospace - marks the first fruits of a strategic alliance forged by Dasa and Lagardere in May.

The move follows Lagardere's failure this week to win control of Thomson-CSF, the state-controlled defence electronics group, when the French government decided to back rival Alcatel Alsthom. Christian Breitsprecher of Dasa said talks were continuing over merging its space activities with Matra Marconi Space, a 51:49 venture between Lagardere and GEC of the UK. *Reuters, Munich*

UTILITIES

Endesa reassures investors

Endesa yesterday sought to reassure institutional investors that a boardroom row threatening the Spanish power group's strategic alliance with Enersis, the Chilean electricity company, was a "storm in a tea cup". Rafael Miranda, chief executive, said the dispute would have no economic impact on Endesa as it finalises a Pta800bn (\$5.4bn) partial privatisation.

"We own the largest single stake in Enersis and that makes us the controlling shareholder," Mr Miranda said. "The agreement with Enersis is solidly in place." Endesa paid about \$1.5bn in August for a 29 per cent stake in the Chilean company. A boardroom revolt against José Yruzaeck, Enersis general manager and architect of the alliance, broke out this week ahead of Monday's completion of the placement of 25 per cent of Endesa. "The book is growing stronger not weaker, despite all the Enersis noise," a banker close to the placement said.

Tom Burns, Madrid

BANK MERGER

Vereinsbank eyes acquisitions

Acquisitions will play an important role in the growth of the bank being created by the merger of Bayerische Vereinsbank and Bayerische Hypothek- und Wechselbank, Albrecht Schmidt, chairman of Vereinsbank, said yesterday.

However, he said any addition to the Munich-based bank - to be called Bayerische Hypo- und Vereinsbank - and to start operations next autumn - would have to be capable of achieving a net return on equity of 15 per cent, the overall target for the merged bank. The two Bavarian banks are about to embark on a series of international roadshows in connection with a DM30m (\$1.7bn) capital increase at Vereinsbank as the next stage of the merger. *Andrew Fisher, Frankfurt*

ENGINEERING

Deutsche Babcock confirms talks

Deutsche Babcock, the loss-making German engineering group, has confirmed it is in negotiations over merging its power station technology division with a subsidiary of Philipp Holzmann, the construction company. The merged operation would have turnover of about DM3bn (\$1.7bn). Deutsche Babcock said the division made a profit of DM58m in the year to September 1996.

Separately, Deutsche Babcock said that in the year to September, it had achieved its goal of halving losses from the DM494m reported for the previous period. It confirmed plans for 1997-98 to show break-even. Deutsche Babcock is undergoing a restructuring under Klaus Lederer, who took over as chief executive in February.

Ralph Atkins, Bonn

MINING

GfSA falls 11%

A poor quarterly performance from Gold Fields of South Africa, the world's third largest gold producer, has fuelled expectations of a far-reaching change in management when its gold operations are merged with Gencor next year. Analysts were disappointed by an 11 per cent fall in profit after tax to R171.4m (\$214m), in spite of a 3 per cent rise in gold production.

Gerhard Kemp, analyst at BoE NatWest, blamed the decline on the group's reluctance to enter the forward sales market. The average gold price received fell from R49,406 in the June quarter to R48,200 in the three months to September 30. This was about 10 per cent below the average price received by Anglo American, the mining house which is among the strongest advocates of forward selling.

Mark Ashurst, Johannesburg

EAST EUROPE

Arctic sell-off completed

The Romanian State Ownership Fund has sold a 51 per cent stake in Arctic, the largest Romanian refrigerator maker, to the European Bank for Reconstruction and Development and Société Générale Romania Fund as part of the country's accelerating privatisation programme. The co-investors will pay an initial \$11.5m for the stake, but this will be raised by 10 to 30 per cent if the company meets key profit and sales targets during the next two years.

About 49 per cent of Arctic shares are already in private hands, making the company the first on the Bucharest stock exchange with 100 per cent private ownership. *Kevin Dine, East Europe Correspondent*

The offer of shares in OFP, Hungary's largest bank, to domestic small investors closed a day early yesterday, more than three times subscribed. APF, the state privatisation agency, is selling its remaining 25 per cent stake in the bank for a nominal price of Ft7bn (\$32m).

Anatol Lieven, Prague

Hotels chief attacks Hilton

By Scheherazade
Daneskhulu, Leisure
Industries Correspondent

ITT Sheraton, the hotels division of ITT which is fighting an \$8.3bn (\$13.5bn) hostile bid from Hilton Hotels, yesterday attacked its predator for allegedly derogatory remarks.

Dan Weadock, president and chief executive of ITT Sheraton, said: "I can see that since they hardly have any hotels outside the US, they'd be salivating to get our presence in Latin America and Europe, where we have the biggest network. Instead of earning that by hard work, they'd rather bad-mouth our management."

Mr Weadock, who was in London to accept an industry award, said Sheraton had had a record year for signing new hotel management contracts and franchises.

It signed 23 new hotels in eight countries yesterday, bringing the total for the year to date to 102 hotels.

Of the 102 hotels, 52 are management contracts, 44 franchises, while 6 are either wholly or partly owned. Mr Weadock said he was confident ITT Sheraton would continue that level of growth by adding another 100 hotels next year.

ITT's shareholders will determine the outcome of the 10-month bid at the company's annual meeting on November 12, when they choose between Hilton's \$70-a-share offer or ITT's plan to break itself into three and buy back about 26 per cent of its shares at \$70 each.

"As we get down to the short strokes, we want to destroy the perception that these people are trying to create about their [so-called] superior management," said Mr Weadock.

Hilton Hotels said yesterday it stood by remarks that if ITT implemented a three-way split, ITT Destinations - its hotel and gaming business - would be a junk credit with limited growth. "They would be below investment grade and are creating a financially-crippled gaming and lodging company which would destroy shareholder value."

Bre-X shareholders set to sue JP Morgan

By Clay Harris in London

Shareholders in Bre-X Minerals, the Canadian company whose "world record" Busang gold deposit in Indonesia was exposed as a fraud, have been given the go-ahead to sue J.P. Morgan, the US investment bank, and other advisers.

A court in Alberta also froze C\$30m (US\$21.6m) in cash held by Bre-X and two related companies. It cleared shareholders to sue David Walsh, president, and other directors and officers over alleged insider dealing which the plaintiffs claim netted them about C\$140m.

The court gave shareholders permission to seek to put Bre-X into bankruptcy - proceedings that would open to scrutiny all payments to directors and others in the past year. The orders mark a

step forward in the tangle of litigation that followed the collapse of Bre-X. Its affairs are the subject of criminal investigation by the Alberta attorney-general and Royal Canadian Mounted Police.

The company's shares, which once traded at C\$28 for a stock market value of C\$8.5bn, were suspended in May at 24 cents.

Bre-X last week published extracts of a report it commissioned from private investigators. It said they found no evidence that Mr Walsh and most other Bre-X executives took part in or knew of tampering with test samples from Busang.

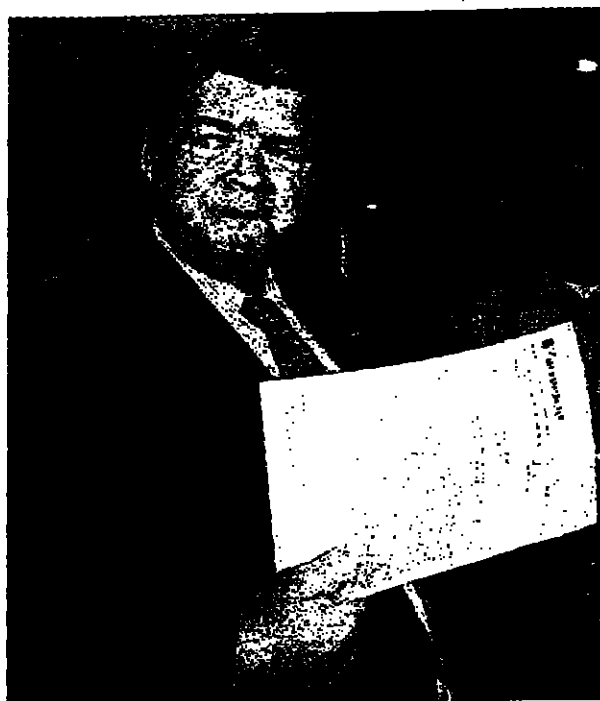
Harvey Strosberg, the lawyer representing shareholders, said: "We're not concerned about whodunnit. We're asking who knew or ought to have known."

Shareholders were cleared to

sue in the name of Bre-X - in spite of the company's objections - J.P. Morgan and Republic National Bank, which acted as financial advisers. Also to be sued is SNC Lavalin, a Canadian engineering company, and three subsidiaries that were involved in calculating Busang's gold reserves.

Suits have been filed in other Canadian provinces and in the US. Mr Strosberg said: "Ultimately there will be one lawsuit and one trial, and that will be in Ontario," the province with the broadest class action legislation.

Lawyers in Texas are trying to have a US suit - in which J.P. Morgan is also a defendant - declared a worldwide class action, even though 85 per cent of shareholders are based in Canada and bought shares on Canadian exchanges.



David Walsh: may be sued over alleged insider dealing

The report published last week blamed a tampering operation lasting more than three years on Michael de Guzman, a senior geologist,

who disappeared in March - apparently committing suicide by jumping from a helicopter - and several Filipino co-workers.

BA and Finnair discuss alliance

By Tim Burt in Stockholm

British Airways and Finnair yesterday announced plans to challenge the dominance of Scandinavian Airlines System in the Nordic market by discussing a marketing and network alliance in the region.

The two carriers predicted that, by working together, they could match SAS and Lufthansa, both members of the six-carrier Star alliance, on routes in Scandinavia and Finland.

The proposal marks the latest stage in the battle for customers on intra-Scandinavian routes, once almost the sole preserve of SAS.

In the past year, however, SAS has been challenged by rivals offering lower fares, such as Braathens SAFE of Norway and Maersk of Denmark. It has also seen the arrival of Virgin Express on the Brussels-Copenhagen route and no-frills carrier Ryanair between Stockholm and London.

Ryanair, which flies to Skavsta airport south of Stockholm, earlier this week stepped up its price war against SAS and British Airways by announcing a winter promotion offering two

return tickets for SKr990 (£805) compared with the cheapest fare of SKr1,850 offered by its larger rivals.

BA said yesterday that it would explore network co-operation between Finnair routes and BA's international network.

The talks are also likely to focus on pooling frequent flier programmes and shared lounge facilities.

Finnair, however, emphasised: "A commercial relationship would not require the partners to invest in each other's share capital and no such investments are anticipated."

It added that an alliance, if consummated, was unlikely to have any impact on jobs. SAS, meanwhile, said it had been successful in defending its market position against the new rivals, although there had been a negative impact on yields.

"We believe our competitors have less than 20 per cent, and more like 10 per cent, of the [intra-Nordic] market," said Jan Stenberg, SAS president.

He added that SAS could withstand further competition by increasing load factors and its proportion of non-business travellers.

Earnings up 5% at Coca-Cola

By Richard Tomkins
in New York

Coca-Cola, which warned in August that third-quarter earnings would be only a little ahead of the previous year's level, yesterday delivered the expected 5 per cent increase in earnings to \$1.01bn, or 41 cents a share.

Separately, the company said Roberto Goizueta, its 85-year-old chairman and chief executive, remained critically ill in intensive care at Atlanta's Emory University Hospital. He is suffering from complications arising from his treatment for lung cancer.

Coca-Cola's shareholders are accustomed to earnings growth of about 20 per cent, but the latest quarter's figures compared with a quarter in which profits were boosted to \$967m by big gains on the disposal of the company's stakes in bottling operations.

Further gains were made on bottling system sales in this year's third quarter, but they were not as large.

Profits were also squeezed by the company's heavy spending on marketing as well as the stronger dollar. This was 11 per cent higher

against leading currencies than a year earlier.

Coca-Cola's shares were badly hit by its profit warning two months ago as worries set in that its record of strong, reliable earnings growth was under threat. They fell from their 52-week high of \$72 1/4 to a little over \$60, and have stayed around that level.

Yesterday they were up 1/4 at \$60 1/4 in early afternoon trading as investors took comfort from volume figures showing that the quantity of soft drinks sold around the world rose by a robust 11 per cent in the third quarter, beating the company's prediction of a 9-10 per cent increase.

Volume rose by 6 per cent in the US, about twice the growth rate of the US soft drink industry, and by 7 per cent in the whole of North America. Latin America volume rose 14 per cent, greater Europe by 16 per cent, Africa by 13 per cent and the Middle and Far East by 10 per cent.

In spite of the big volume increases, group revenues rose only 6 per cent to \$4.95bn because of the sale of the bottling operations and the strength of the dollar.

Banco Popular rises 6.6% to Pta49bn

By Tom Burns in Madrid

Banco Popular, the Spanish bank, yesterday reported a 6.6 per cent rise in net attributable income to Pta49.8bn (\$322.3m) in the first nine months of the year.

The result, just ahead of forecasts, was attributed to lower provisioning which offset a continuing squeeze on margins prompted by falling interest rates.

Net interest income slid 4.5 per cent year-on-year to Pta127.6bn, and 4.1 per cent when the third quarter is measured against the second. The fall was worse than expected and reflected the impact of falling interest rates on a highly capitalised bank such as Popular - a net lender on the interbank market. Average three-month rates on the money markets have fallen over the past year from 7.78 per cent to 5.50 per cent.

Popular posted an almost flat operating profit of Pta91.1bn, a 0.49 per cent increase year-on-year and one of 1.5 per cent comparing the third and second quarters.

The bank has stepped up its lending business and reported a 12.6 per cent rise in its loan portfolio since September 1996 to take advantage of Spain's expansive economic cycle.

Lending was up 24 per cent year-on-year in the leasing business and mortgage-backed loans grew 32.2 per cent. Net provisions for bad and doubtful loans totalled Pta13.3bn at the end of September, 17.7 per cent less than a year ago. The ratio of non-performing loans fell over the 12-month period from 2.29 per cent to 1.68 per cent.

Publicis heiress receives offers for stake

By Andrew Jack in Paris

One of the daughters of the founder of Publicis, the French advertising agency, claims to have identified several investors willing to buy her stake in the group.

The move would be part of efforts which could lead to an important restructuring of Publicis's capital.

Michele Bleustein-Blanchet said yesterday SBC Warburg, her investment

banking adviser, had received offers for her nearly 20 per cent direct and indirect stakes in Publicis.

She said she would be willing to sell at a discount of 15-17 per cent of Publicis's quoted value, but not at the 30-35 per cent discount she says she was offered by her sister Elisabeth Badinter, chairman of the group's supervisory board.

As discussions with potential buyers continued, Ms

Bleustein-Blanchet stressed that she would pursue her legal action to dissolve Somarel, the family holding company through which she holds most of her Publicis shares, and which owns 38 per cent of the quoted group.

"The action follows the breakdown in discussions with her sister over the sale of the stake."

She argues that the way in which Somarel conducted

business was illegal, and that the growing proportion of power and shares given to Ms Badinter since the 1970s infringed France's inheritance laws.

However, she maintained her confidence in Maurice Lévy, chairman of Publicis, and said she would be willing to support the sale of her shares to a single buyer or group of buyers associated with him.

She said she had requested

pre-emption rights on a proportion of the shares in Somarel that her niece, who holds a 14 per cent stake, wants to sell.

Ms Bleustein-Blanchet, who lives in Switzerland, said she planned to use the funds raised from the sale of her stake - which she valued at FF770m-FF780m (\$119.2m-\$153.3m) - for "humanitarian" causes, possibly by the creation of a foundation.

Gold Fields
http://www.goldfields.co.za

Reports of the undermentioned companies for the quarter ended 30 September 1997 were released to the relevant Stock Exchanges yesterday and have been published in the press in South Africa today:

Deelkraal Gold Mining Company Limited
Driefontein Consolidated Limited
Kloof Gold Mining Company Limited
Gold Fields Coal Limited
Norham Platinum Limited

Copies of the reports will be posted to all shareholders of the companies, but are also available to the public from the London Secretaries, Gold Fields Corporate Services Limited, Greencoast House, Francis Street, London SW1P 1DH.

17 October 1997

NOTICE OF REDEMPTION TO THE HOLDERS OF
The Long-Term Credit Bank of Japan, Limited
U.S. \$50,000,000 Floating/Fixed Rate Notes
due November 28/04 (Tranche A)
(the "Notes")

Notice is hereby given that, pursuant to Condition 5(b) of the Terms and Conditions of the Notes, The Long-Term Credit Bank of Japan, Limited, has elected to redeem on 28th November, 1997 (the "Redemption Date") all of the Notes at their principal amount. Interest on the Notes will cease to accrue on and after the Redemption Date.

The Notes will be paid, upon presentation and surrender thereof with all Coupons appertaining thereto maturing after the Redemption Date, at the office of:

LTCS Trust Company, New York (for payments of principal only);
Bank of International Finance S.A., Luxembourg and
The Long-Term Credit Bank of Japan, Limited, London.

The Coupon due on 28th November, 1997, should be presented for payment on the usual manner.

LTCS Trust Company, New York
as Fiscal Agent
for and on behalf of
The Long-Term Credit Bank of Japan, Limited

17th October, 1997

US\$150,000,000
Espritia Santo
Financial Holding S.A.
Floating Rate Notes due 2000

Notice is hereby given that for the three month period from October 17, 1997 to January 20, 1998 the Notes will carry an interest rate of 8.2500% per annum. The interest amount payable on the Notes for the period from October 17, 1997 to January 20, 1998 will be U.S. \$6,000,000 and is payable on the amount payable on January 20, 1998.

By: The Citicorp Bank
London, April 1997

October 17, 1997

BANQUE SOFINCO
FRF 1,000,000,000
Floating Rate Notes due 1998

Notice is hereby given that the rate of interest for the period from October 17, 1997 to January 20, 1998 has been fixed at 3.75 per cent per annum. The coupon amount due for the period is FRF 47,500,000 per cent of FRF 1,000,000,000 and is payable on the amount payable on January 20, 1998.

The Fiscal Agent
for Banque Paribas de Paris
London, April 1997

October 17, 1997

Appointments Advertising

appears in the UK edition every Monday, Wednesday & Thursday and in the international edition every Friday.

For further information please contact:
Toby Finden-Crofts
+44 0171 873 4027

NIPPON MEAT PACKERS, INC.
(CDRS)

The undersigned announces that the Annual Report for the year ended March 31, 1997 of Nippon Meat Packers, Inc. will be available in Luxembourg at:

Kreditbank S.A., Luxembourggoedee, Luxembourg
and further in Amsterdam at:
ABN AMRO Bank N.V.,
Meentweg 1, N.V.,
Kas-Associatie N.V.,
Amsterdam, October 13, 1997

AMSTERDAM DEPOSITORY COMPANY N.V.

CVAS International Limited
(Incorporated with limited liability in the Cayman Islands)
Series Cvas 20 \$2,750,000,000
Secured Floating Rate Notes due 1999/9

Notice is hereby given that the rate of interest for the period from October 17, 1997 to April 17, 1998, the Notes are denominated in Yen 10,000,000.

Interest period on each Tranche D to E-Notes will run from October 17, 1997 to April 17, 1998. The Notes are denominated in Yen 10,000,000.

October 17, 1997
By: Citicorp Bank, Corporate Agency & Trust, April 1997

CITIBANK

مكتبات الامم المتحدة

COMPANIES AND FINANCE: INTERNATIONAL

GTE bids for MCI: FT reporters examine the implications of the \$28bn all-cash offer

■ HOW THE OFFERS COMPARE — By Alan Cane

Investors weigh competing bids

MCI shareholders assessing the relative merits of two giant rival takeover offers from WorldCom and GTE face a daunting task.

WorldCom is a brash newcomer growing quickly through acquisition, but one which many analysts believe is best fitted to compete in the complex telecoms world of the future.

GTE is an old-style, utility-minded operator once revered for its antiquated attitudes and equipment. But it has been revitalised through investment in technology and the exploitation of a loophole in US telecoms regulation which allows it to compete both in local and long-distance markets.

Shareholders will have to decide whether the technological, geographic, regulatory and cultural factors behind WorldCom's all-paper \$30bn bid render it superior to GTE's all-cash \$28bn offering.

A key factor is whether WorldCom can maintain the performance which has seen \$100 invested in its common stock in 1988 rise to \$3.137 in 1997, compared with \$191 for British Telecommunications and \$132 for MCI.

Richard Silber, an Andersen Consulting telecoms specialist based in Boston has no doubts: "Cash is king," he says. "The GTE offer is very attractive." Charles Lee, GTE chairman, unsurprisingly agrees: "A cash offer of

\$40 a share is far superior to a volatile security."

The shareholders' dilemma is to decide whether WorldCom can live up to the lofty multiple of 40 times expected earnings on which its bid is based.

WorldCom claims its bid is superior because of higher synergies and a higher probability of market success based on the company's growth and record of successful mergers. It also

GTE Corporation		
\$bn	Sales	Net Income
1996	21.3	2.8
1995	20.1	2.7
1994	19.9	2.4
1993	19.5	2.1
1992	19.1	1.9
1991	18.7	1.7
1990	18.3	1.5
1989	17.9	1.3
1988	17.5	1.1

* 1st 9 months. Source: company

claims it is a strategically good fit with MCI.

An important element in the value of both bids will be the synergies to be gained from networking efficiencies — eliminating the need to duplicate networks or to pay interconnection fees to other operators.

WorldCom believes it can save almost \$4bn in 1999, rising to \$6bn in 2002. It argues that it has always delivered the synergies promised on each acquisition it has made.

GTE's calculations are less well developed. It is suggesting that a combination of synergies and increased rev-

enues will lead to a \$1.6bn-\$2.2bn improvement in profitability in 2000.

Corporate culture is another key issue. While MCI was a trailblazer at one stage, analysts argue it is now closer in style to the former local telephone company GTE than to the swash-buckling WorldCom.

Mr Lee agrees: "Our two cultures work together extremely well. We both emerged from the shadows of the Bell system. We know MCI very well — it is our second largest customer."

Technically, both companies have invested heavily in networking technology and, in particular, in the data communications systems for internet transmission and access. Both would fit well with MCI's advanced internet backbone. Analysts point out, however, that WorldCom-MCI merger would lack a mobile telephone business. GTE has the fifth largest cellular business in the US.

The deal has been seen very much in terms of the US market. But both GTE and WorldCom have global ambitions.

Michael Masin, GTE vice-chairman responsible for international activities said: "Our vision is that this is a global business. You have to have a capability to serve customers and serve their national and multinational needs. We have operating companies around the world,



Seeking to call the tune: Charles Lee of GTE (left), BT's Sir Peter Boufield (centre), and Bernard Ebbers of WorldCom

principally in the US, but also in Asia. What we bring is a global capability to combine with MCI in the way in which no other US telecoms company can."

Some analysts point out that GTE would be, in its current state, no help to a combination of BT and MCI in providing end-to-end business connections. Its local access is, with a

few exceptions, in areas with few big business customers. GTE argues, however, that its local access is on the periphery of large metropolitan areas. It is not difficult, it says, to provide access to big customers in the cities while maintaining the switching technology outside.

A little understood technology issue is MCI's ownership of Systemhouse, a large, Canada-based information technology group which is well equipped to develop customer applications. Neither WorldCom nor GTE have such a subsidiary. BT, however, has Syntegra, a similar IT company. The original plan was to combine Syntegra and Systemhouse to create a \$2bn IT powerhouse capable of competing

with companies like IBM and Andersen Consulting. The way the telecoms world is changing, ownership of such a facility is likely to provide a powerful competitive advantage. Fibre optic cables and internet backbones are by no means the whole story.

Additional reporting by Nicholas Denton in San Francisco

Record bid will add to GTE debt

If GTE's all-cash \$28bn offer for MCI goes ahead, it would not only top Philip Morris's \$13.4bn cash bid for Kraft in 1988; it would also set new records for debt financing, writes Tracy Corrigan in New York.

Although GTE has indicated that a negotiated deal may be financed partly by stock, it is still likely to have to borrow heavily to complete such a bid, adding to its existing net debt of \$16bn.

There are two main methods of debt financing available: the public bond market and the bank loans market.

According to Securities Data, the largest corporate bond issue was an RJR Holdings \$4.1bn junk bond issued in May 1989. Because it is a utility business with a strong cash flow, bond traders said yesterday that GTE would be able to issue a much bigger bond offering, probably topping \$10bn.

Even if it finances the whole bid in debt, the merged GTE-MCI would still have operating profits sufficient to cover its interest payments more than twice over, before any merger cost savings.

However, GTE bond spreads — the gap between GTE bond yields and US Treasury bond yields — have been hit by the prospect of GTE's worsening credit rating and potentially huge debt burden. This has pushed up the cost of servicing any new debt. As well as GTE's \$16bn of debt, MCI, its target, has a further \$5bn.

The yield spread, relative to the US Treasury market, of GTE's outstanding 12-year bonds widened from 68 basis points to 87 basis points on Wednesday, after the news of the bid was announced.

However, the spread bounced back on Thursday, to about 80 basis points, partly as a result of speculation that British Telecommunications might raise part of the financing.

Standard & Poor's yesterday placed GTE's debt ratings on CreditWatch with negative implications.

GTE's long-term bonds are currently rated A by S&P and A3 by Moody's. It has some \$17.6bn of bonds outstanding.

As well as raising money in the bond market, GTE could also ask at least one of its relationship banks — Chase, Citicorp and Bank of America — to arrange a syndicated loan, as well as some bridge financing which could be refinanced in the bond or equity markets shortly after the completion of the deal.

In such cases, banks are sometimes asked to write letters reassuring bid targets and their shareholders that they would be able to raise the necessary financing. But no such letter is known to exist relating to GTE's bid.

■ BT'S OPTIONS — By Alan Cane

Three-way deal possible

The \$28bn cash bid by GTE for MCI has raised the intriguing possibility of a three-way deal between the two US companies and British Telecommunications, which started the bid war rolling with its own bid for MCI almost a year ago.

Such a link has been mooted before. The three companies have discussed the possibilities in the past, without coming to a decision. As one observer notes, "GTE has been waiting to do something with MCI for years."

GTE's record-breaking bid seems to have been spurred by WorldCom's unexpected \$30bn attempt to trump BT's offer for MCI, the second-largest US long-distance operator.

Analysts speculate that if the BT-MCI merger had gone through, GTE would have been an early target for a strategic three-way alliance — which would have been well placed to increase its share of the US long-distance and local telecoms markets.

But if MCI is acquired by WorldCom, GTE will have forfeited an important — perhaps unique — potential ally in its attempt to increase its share of the US long-distance market before the "Baby

Bells", the local operators, find their feet in the long-distance business.

GTE did not consult BT — which already holds a 20 per cent stake in MCI — about its bid and the two companies have not had discussions since WorldCom made its offer. However, the UK operator seems to have had prior knowledge that an approach

BT seems to have taken heart from GTE chairman Charles Lee's letter to his counterpart at MCI, Bert Roberts, in which Mr Lee talks about an 'important relationship with British Telecommunications'.

was in the wind.

The GTE bid could be construed as a further blow to BT's global strategy, putting MCI beyond its reach. But it seems to have taken heart from GTE chairman Charles Lee's letter to his counterpart at MCI, Bert Roberts, in which Mr Lee talks about an "important relationship with British Telecommunications".

The implication is that the three companies may be able

to resurrect the strategies for co-operation covered in their earlier discussions. In that sense, the takeover plans have been reversed, with GTE now in the driving seat.

BT, however, now sees itself as the gatekeeper rather than the kingmaker, with a powerful role in deciding which suitor wins

on "pooling of interests" terms which would afford WorldCom significant savings. Furthermore, a penalty of \$450m would be payable if MCI broke off negotiations with BT to pursue a better offer.

The four companies are currently in stalemate. Neither BT nor MCI are able to open discussions with third parties because of the terms of their merger agreement.

The first step in moving the process forward would be for BT and MCI to free each other from this restriction through a mutual exchange of letters. This would enable MCI to start discussions with WorldCom and GTE, and BT with GTE.

Whatever the outcome of the eventual discussions, analysts are convinced that BT remains committed to a presence in the US market. As the world's fifth largest operator, it has a wide range of options. For example, it could collect the profits from the sale of its MCI stake for reinvestment elsewhere; or it could conclude a new alliance with any one of a number of US operators anxious to be its "special friend".

MCI's hand. This confidence, analysts say, is based on conditions, or "poison pills", in the fine print of its various agreements with MCI. Analysts say BT could delay a hostile bid for MCI by up to a year — a lifetime for a fast-moving company like WorldCom.

There are two other poison pills. BT, because of its 20 per cent shareholding in MCI, can refuse to allow a hostile takeover to proceed

■ TELECOMS INDUSTRY — By Richard Tomkins

Wall Street's eyes turn to Sprint and AT&T

If putting together the pieces of the fractured US telecommunications industry is like trying to piece together a jigsaw, then GTE's surprise grab for MCI Communications has just made the puzzle much more complicated.

Depending on the outcome of the three-way fight for MCI, this week's development may encourage other companies to act quicker than they otherwise would have, or help force together carriers which had not seemed likely partners before.

Top of the list of loose jigsaw pieces thrown up by the GTE move, at least in Wall Street's eyes, is Sprint, the third-largest long-distance carrier with about 10 per cent of the national market. Either GTE or WorldCom — and possibly both — will emerge unsuccessful in their bid to acquire MCI, leaving Sprint a prime candidate for a deal, according to this line of thought.

Sprint's ultimate fate, however, remains clouded by the 20 per cent of its stock owned by Deutsche Telekom and France Telecom, the German and French national

carriers. These holdings are seen as potential deterrents to any unwelcome bid.

Equally in the firing line have been the independent local access providers such as Teleport and ICG, which have built their own local networks in large metropolitan areas.

GTE's bid for MCI has done little to change the outlook for these companies, however. Their attractions to long-distance carriers wanting to enter the local market have been apparent for some months, leading to a sharp jump in such stocks even before WorldCom emerged as a bidder for MCI.

The most intriguing question to emerge from the latest bid, is what effect it may have on the plans of AT&T. To some degree, the prospect of a long fight for MCI would suit AT&T, tying up the top management of three of its biggest domestic rivals for months.

In addition, GTE's management is seen on Wall Street as far less aggressive and entrepreneurial than that at WorldCom — a factor that could hamper MCI's

efforts to remanufacture its sales staff after a difficult few months in which its long-distance market share has flagged.

"They [AT&T] might well prefer to compete with a GTE/MCI combination than a WorldCom/MCI," says Anna-Maria Kovacs, an analyst at Janney Montgomery Scott.

That might reduce the competitive threat that AT&T would otherwise have faced from WorldCom.

However, it would not change the broad strategic picture: that AT&T would lack local market access at a time when others were assembling giant combines of local, long-distance, internet and wireless services.

That could help create the conditions for a combination that was mooted briefly last month: one between AT&T and WorldCom.

Bernard Ebbers, WorldCom's chief executive, revealed that he had made a merger approach to AT&T — only to be snubbed. But if his latest intended acquisition target is snatched away, then such a deal might once again become possible.



Robert Palmer: encouraged by the group's performance

Digital returns to the black

By Louise Kehoe in San Francisco

Digital Equipment, the US computer group, returned to profit in its first quarter, and yesterday signaled continuing improvements in the current quarter.

First-quarter net income was a modest \$20m, or 11 cents a share, but this represented a turnaround from losses of \$60m, or 48 cents a share, in the same quarter last year. Revenues were \$2.9bn, up 2 per cent from \$2.81bn a year ago.

Digital's product sales were up 4 per cent, at

\$1.58bn, while services revenues declined slightly.

"Given the seasonal factors that traditionally affect our first quarter, I am very encouraged by our performance," said Robert Palmer, chairman and chief executive.

Vin Mullarkey, chief financial officer, said: "We expect a very significant improvement in earnings" in the year ahead.

The key to Digital's return to revenue growth had been changes in the company's sales and marketing approach, said Bruce Claffin, executive vice-president.

Digital had reorganised its sales force to focus on "enterprise solution selling". Previously, the company's business units had each had their own marketing operations.

While designed to enable the company to compete more effectively in specific market segments, the result had been a fragmenting of the sales and marketing effort, said Mr Claffin.

He admitted that repeated reorganisations had demoralised Digital's sales force last year, but he said the situation had now stabilised. Attrition rates in the sales

force, which had reached "alarming levels" a year ago, were down to a "single-figure percentage".

In spite of the earnings and sales improvements in the first quarter, the results provided further evidence of the limited success of Digital's flagship Alpha micro-processor.

Sales of Alpha servers were up 17 per cent. However, sales of servers based on microprocessors from Intel, the semiconductor leader rose 70 per cent.

Digital's shares dropped 1 1/4% to \$49 1/2 in mid-session yesterday.

Bid battle looms at Lin Television

By Richard Tomkins in New York

A takeover battle looked set to break out over Lin Television, the US television network, yesterday after the company announced that it had received a higher bid than the \$1.4bn in cash offered by Hicks Muse, Tate & Furst, the Texas buy-out company, two months ago.

Lin Television said its directors had received a transaction proposal from an undisclosed party offering to acquire all of its common stock, 46 per cent of which is owned by AT&T.

It said the board had authorised management and its legal and financial advisers to open discussions with the party.

Hicks Muse had no immediate response to the development yesterday, but Lin Television's shares rose sharply on the Nasdaq automated market amid speculation that a takeover battle could follow.

Lin Television owns and operates eight network-affiliated television stations, and also operates four other stations under local marketing

agreements. Hicks Muse's offer for the company was intended to set the stage for a big expansion of the company's growing portfolio of US television and radio broadcasting interests.

Last year Hicks Muse made its first foray into the television industry by launching Sunrise Television as a holding company for the acquisition of smaller television stations serving the 50th to the 150th biggest markets in the US. It subsequently bought four small stations for \$150m and agreed to buy another three for \$45m.

In August, Hicks Muse said Lin Television would serve as the vehicle for acquiring bigger television stations serving the top 50 US television markets.

Some 45 per cent of Lin's stock is owned by AT&T, which acquired the interest as part of its purchase of McCaw Cellular Communications in 1994.

AT&T announced in December that it was considering selling its stake, generating bid speculation that had driven up Lin Television's share price.

Worries over competing drug hit Merck shares

By Tracy Corrigan in New York

Merck's shares slid 5 per cent after its third-quarter earnings came in slightly below analysts' estimates and the growth of its cholesterol-lowering medicines slowed.

The US-based pharmaceuticals giant reported earnings per share of 99 cents a share, just below analysts' estimates of \$1, according to

First Call, which collates estimates.

But analysts said that of greater concern was the impact of a new competitor, Lipitor from Pfizer and Warner-Lambert, on sales of Zocor and Mevacor, Merck's cholesterol-lowering drugs. According to Merck, sales in Zocor rose 24 per cent to \$800m, while sales in Mevacor slid 16 per cent to \$260m. The drugs, which now command more than a 40 per

cent market share worldwide, account for more than a third of Merck's prescription drug business, according to Edmund Shah, an analyst at healthcare specialist IHS.

"The issue is not how well Zocor did in the third quarter but how it will do in the fourth quarter and in 1998, because the impact of Lipitor is just beginning to show up," he said. Lipitor was introduced earlier this year and is now being

launched in Europe. Merck said that the cholesterol-lowering market continues to grow at more than 20 per cent a year in large markets.

Merck's net income for the third quarter rose 19 per cent to \$1.2bn, on sales of \$5.9bn, up 19 per cent.

"Sales growth for the quarter and the first nine months of 1997 continued to be led by established major products, newer product intro-

ductions and the Merck-Medco managed care business," said Raymond Gilman, chairman, president and chief executive of Merck.

The Merck-Medco managed-care business recorded significant prescription volume growth in the first nine months, the company said.

Foreign exchange movements reduced sales growth in the third quarter by two percentage points, compared to one percentage point in

the second quarter. A \$213m gain on the sale of its crop protection business was largely offset by a \$127m loss on the sale of assets and other costs.

Among new drugs, Singulair, Merck's new once-a-day tablet for controlling chronic asthma in adults and children, has received marketing approval in Mexico and Finland, and is under review by the US Food and Drug Administration.

هكزامين الهمول

Record bid will add to GTE debt

If GTE's all-cash \$200m offer for MCI goes ahead, it will not only top Philip Morris' \$150m cash bid for R.J.R. in 1995, it would also set new records for debt raised in the US.

Although GTE has indicated that a negotiated deal may be financed with its stock, it is still likely to have to borrow heavily to complete such a bid, adding to the company's net debt of \$1.6bn.

There are two main methods of debt financing available: the public bond market and the bank loan market. According to Standard & Poor's, the largest corporate bond issue was \$1.5bn by Hibernia in May 1996. However, it is a utility business with a steady cash flow, bondholders would be able to use its much larger bond offerings to help pay off the debt.

Even if it finances the whole bid in debt, GTE would still have operating profits of \$1.2bn to cover its interest payments more than twice over.

In addition, GTE has a strong credit rating and its debt will be sold at a discount to face value. The company's debt is also well diversified, with a mix of short and long term debt. This is pushed up the cost of debt, but new debt is sold at a discount to face value. The company has a strong track record of meeting its debt obligations.



Merrill Lynch
on the electronic order book.
And why next Monday should hold no fear.

Order-driven electronic trading comes to the London Stock Exchange on Monday. Today, Merrill Lynch has a simple message for clients planning to spend the weekend worrying about it: don't. Institutional Fund Managers recently voted us No.1 in the UK for sales, sales trading and market making,* and our client focus will be as sharp as ever when the new system starts. We are fully committed to making electronic trading work for all our clients. We are also fully prepared to continue providing liquidity to our clients. As everyone in London gets to grips with a different way of trading, commitment like this will make a deal of difference.

The difference is Merrill Lynch.

the looms
Television

*The Exel Ranking on Investment Analysts Survey, July 1997.

COMPANIES AND FINANCE: INTERNATIONAL

Mitsukoshi chief resigns over deficit

By Gwen Robinson
in Tokyo

The chairman of Mitsukoshi, one of Japan's leading department store operators, resigned yesterday to take responsibility for the company's ¥44.6bn (\$397m) extraordinary loss taken in the first half.

Mitsukoshi announced Yoshiaki Sakakura's resignation after reporting an unconsolidated after-tax loss of ¥33.7bn for March-August, including the extraordinary loss due to the failure of a

golf course development project overseen by a Mitsukoshi subsidiary.

The wholly-owned subsidiary, Leo Enterprises, was involved in golf course developments in the Tokyo metropolitan area. The company incurred huge unrealised losses due to the decline in property values after the collapse of the speculative "bubble" in the early 1990s.

Mitsukoshi said it had not yet chosen a replacement for Mr Sakakura, who joined Mitsukoshi in 1946. In 1973 Mr Sakakura surprisingly

left Mitsukoshi to become vice-president of Seibu, a rival department store operator. After becoming president of Seibu, he returned to Mitsukoshi in 1984 and took the chairman's post in 1995.

He pursued a steady development strategy, overseeing the expansion of Mitsukoshi's international sales network and establishing a joint purchasing system with Daimaru department store.

It was not known yesterday whether Mr Sakakura would leave his post as head

of the Japan Department Stores Association.

Mitsukoshi's first-half results also reflected the April 1 sales tax increase, from 3 per cent to 5 per cent.

In the half-year, Mitsukoshi's unconsolidated pre-tax profit tumbled 25 per cent to ¥3.07bn and parent sales dropped 2.7 per cent to ¥369.6bn.

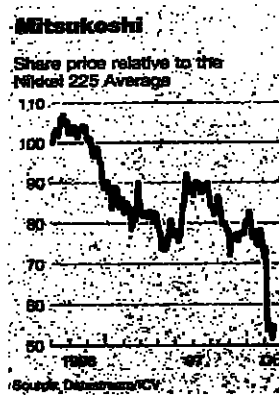
Operating profit, meanwhile, tumbled 49 per cent to ¥2.4bn.

The company blamed the results on the sales tax increase and said items such

as clothing, food and luxury goods were particularly hard hit. Efforts to restructure and streamline operations were unable to offset the impact of the sales decline, it added.

Mitsukoshi said it expected pre-tax profits for the full year to February to fall 11.2 per cent from ¥9.5bn and sales to decline 1.3 per cent to ¥757bn. It forecast an after-tax loss of ¥32bn, against last year's profit of ¥3.4bn.

Dividends would remain unchanged at ¥8.



INTERNATIONAL NEWS DIGEST

Chiao Tung Bank in US bond issue

Chiao Tung Bank will be the first Taiwan bank to go to the US bond market with its US\$300m 10-year Yankee issue, scheduled for launch next month. A Yankee issue is a dollar-denominated bond issued in the US by a foreign company or institution. "There are only scanty amounts of AI issuers from Asia. Chiao Tung's issue should do well if the lead prices it right," a trader at a European investment bank said.

Joseph Chan, head of bond trading at Crédit Lyonnais, said the high-grade bond's scarcity value would help to bolster the tone of the issue. Moody's Investors Service assigned A1 to Chiao Tung's long-term foreign currency debt rating. Merrill Lynch is widely tipped to be the lead manager for the deal, but both Merrill and the issuer were not available for comment.

The outstanding nine-year Yankee bond of A1-rated Malaysian-based Petronas was trading as low as 65 basis points before the recent Asian currency turmoil, and it has widened to as high as 90 basis points over the past few weeks as the ringgit hit new lows.

Traders said the Chiao Tung issue was likely to be priced at a spread much lower than that at which Petronas was trading, given Chiao Tung's much better credit outlook.

Reuters, Hong Kong

AUTOMOTIVE PARTS

Siemens to take 10% Breed stake

The consolidation of the world car parts business has accelerated with an agreement by Siemens, the German industrial group, to buy 10 per cent of Breed Technologies of the US. The acquisition forms part of the deal between the two companies to create a joint venture for passenger safety systems.

The accord combines Breed's expertise in crash sensors with Siemens' skills in automotive electronics. The two companies said they would also explore ventures in South America and Asia. No figures were given for the value of the deal. Breed made a significant transition recently with the \$700m acquisition of the safety restraint system business of Allied Signal of the US. The purchase turned Breed into the biggest North American manufacturer of safety belts, with total sales of \$1.7bn.

Breed said it would use the proceeds of the share sale to Siemens to help finance the Allied Signal acquisition and raise working capital. Siemens Automotive, which is a substantial supplier to the motor industry, is putting its PARS Passive Rückhaltsysteme operation into the joint venture. PARS is a crash test site and development centre for passenger safety systems. Breed said that it would form a company in the US to replicate PARS's European activities.

PAY-TV

Australis hearing adjourned

The Federal Court of Australia adjourned until Monday a hearing into the injunction sought by the Australian Competition and Consumer Commission to block the proposed merger between Australis Media, the pay television company, and Foxtel. The hearing is to be adjourned until October 20, in which time the ACCC would lodge its affidavits against the companies. The merger was blocked by the ACCC earlier this week on the grounds it would reduce competition in the local telephony and pay-television markets.

Reuters, Tokyo

Convenience stores buck Japan sales trend

By Gwen Robinson

Convenience stores in Tokyo continued to defy the drop in sales suffered by Japan's other troubled retailers, recording robust first-half profits as both directly-operated networks and franchised outlets expanded.

Seven-Eleven Japan, the largest of the top three convenience store operators listed on the Tokyo stock market, reported record profits and sales in the March to

August period. Pre-tax profit grew 6.8 per cent to ¥59bn (\$496m) on operating revenue up 11 per cent to ¥142bn.

FamilyMart saw pre-tax profit grow 12.5 per cent to ¥12.9bn and operating revenue rise 12.5 per cent to ¥63.2bn.

Ministop, the smallest of the three listed operators but seventh on overall rankings in the convenience store industry, reported pre-tax profit up 30 per cent to ¥3.5bn. Operating revenue

advanced 24 per cent to ¥15.9bn.

Lawson, which is unlisted but ranks just behind Seven-Eleven in terms of sales, recorded a 12.8 per cent rise in sales to ¥566.2bn, but did not disclose profit.

Operating revenues for the three listed stores include sales at directly-operated stores as well as consultancy fees from franchisees.

Seven-Eleven, owned by supermarket operator Ito-Yokado, saw strong growth in sales of fast food, computer game software and pocket-

sized game machines. Its profits outstripped those of its parent, which yesterday reported interim pre-tax profit down 3.3 per cent to ¥37.3bn. Operating revenues rose 1.2 per cent to ¥70.6bn.

Ito-Yokado said the sharp fall in consumer spending as well as higher operating expenses cut profitability. On a consolidated basis, pre-tax profit fell 1 per cent to ¥114bn; operating revenues grew 4.8 per cent to ¥1,569bn.

The company expects full-year

pre-tax profit growth of 2.7 per cent to ¥218bn on a 6.5 per cent increase in consolidated revenue to ¥3,216bn.

The three top convenience store operators said they expected strong profit and operating revenue growth for the full year.

By comparison, department stores and supermarket chain operators have seen a steady decline in sales since the April 1 sales tax increase from 3 per cent to 5 per cent.

Purchases help Ranbaxy advance 24% midway

By Mark Nicholson
in New Delhi

Firm domestic sales and the contribution of acquisitions boosted Ranbaxy, India's largest pharmaceuticals company and second biggest by domestic sales, to a 24 per cent rise in after-tax profits.

For the first half to September, the surplus jumped from Rs773m to Rs965m (\$28m). Turnover rose 19 per cent to Rs6.5bn, against Rs5.4bn, underpinned by a 29 per cent rise to Rs3.9bn in sales of bulk and generic drugs in the Indian market.

Export earnings saw a more modest 6 per cent rise to Rs2.6bn.

Ranbaxy sells bulk and branded dosage drugs in 40 countries and manufactures

in seven. It is the largest foreign exchange earner in the Indian pharmaceutical industry.

Contributions from Crosslands and Gulfic, both acquired last year, helped raise domestic market share to 5.2 per cent, against 3.6 per cent last year, consolidating Ranbaxy's second place in India to Glaxo. Though the company gave no breakdown of Gulfic's contribution, it put Crossland brand contributions at Rs430m.

Analysts said the results were in line with expectations.

Total expenditure rose 18 per cent to Rs5.2bn. The company said it had released an additional Rs500m over the first half through tighter

management of working capital - an issue for which the company has been criticised by investors and analysts.

It said it had gained efficiencies through better control of its supply chain, reviews of capital expenditure and cuts in receivables.

The company, which also produces animal health products, diagnostics and laboratory chemicals, said the share of dosage drugs had risen to 63 per cent of overall drugs output, against 55 per cent last year, with a corresponding fall in sales of bulk drugs.

"Our focus continues to be to add value by converting bulk products into dosage form," said Parvinder Singh, chairman and managing director.

Hong Kong, Australia in debt clearing systems link

By Louise Lucas
in Hong Kong

Hong Kong's ambitions to develop its debt market took a step forward yesterday with the introduction of a securities lending programme and a tie-up with Australia's debt clearing systems.

The bilateral link with Australia, designed to facilitate cross-border debt trading and reduce settlement risk, is expected to pave the way for similar deals.

Joseph Yam, chief executive of the Hong Kong Monetary Authority, Hong Kong's de facto central bank, said talks were already in progress with the People's Bank of China and the Reserve Bank of New Zealand.

"Our objective is to set up more such links with other systems in the region, and encourage others to set up similar links, eventually forming a tight network, which is our vision of an Asiaclear," he said.

This would stimulate Asian debt markets in the same way that Euroclear boosted the Eurobond market in the late 1980s.

The HKMA's second initiative, the securities lending programme, is being launched by Hong Kong's debt clearing and settlement system, the Central Money Markets Unit.

It aims to increase liquidity by enabling traders to borrow private sector debt paper from other members, such as institutions holding

securities for the longer term, to cover short positions. The programme reflects the fact that the liquidity of private sector issues in Hong Kong is thin, and investors who buy and hold debt account for a large part of the investor base.

Mr Yam said the programme would make settlement of CMU instruments more efficient and enhance yields.

Although it is Asia's biggest and most liquid stock market outside of Japan, Hong Kong has failed to develop a strong debt market. At 23 per cent of gross domestic product, the debt market still lags far behind the banking sector, where total assets represent 660 per cent of GDP.

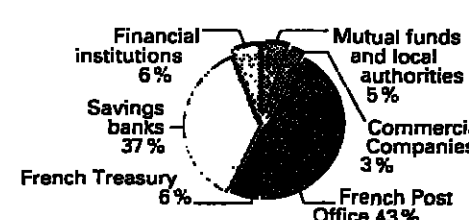
CNP half-yearly results 1997

Premium income in the personal insurance market in France is evaluated at FRF 274 billion for the first half of the year, a slight drop as against the same period last year at -1.4%. It is in this context that CNP is continuing its growth, thus strengthening its position at the forefront of the French personal insurance market.

Rise in premium income : 2.8%

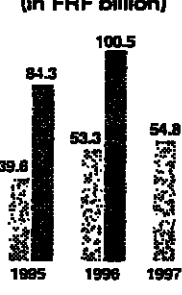
CNP's premium income reached some FRF 55 billion at June 30, 1997, a rise of 2.8% year on year.

Activity per partnership center at June 30, 1997

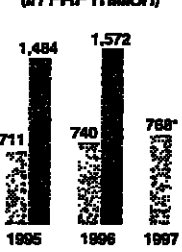


The savings banks, the French post office and Treasury mainly distribute savings products, while the other partnership centers mostly offer personal protection products.

Premium income (in FRF billion)



Group share of net profits (in FRF million)



Group share of net profits : FRF 768 million*

The group share of net profits at June 30, 1997 was FRF 768 million*, a rise of some 4% as compared with June 30, 1996.

*If they are voted, the exceptional measures in respect of French corporate taxation will entail the tax bill of a further FRF 47 million, which will cut the group share of net profits from 768 million to FRF 721 million.

Increase in managed investments : 22%

The contribution of new contracts and the loyalty of policyholders have led to growth in managed investments, which amounted to FRF 484 billion at June 30, 1997, an increase of 22% year on year.

With over FRF 56 billion in unrealized capital gains at June 30, 1997, CNP has increased its solvency.

Prospects

Strengthened by its sound, efficient partnership with major institutions, CNP offers a comprehensive range of personal insurance products which enables it to adapt to market trends. Listing will mark a new stage in the company's development on the Stock Exchange, by increasing its shareholders' equity and extending its shareholding.



CNP, VIVEZ BIEN ASSURÉ

India's paper revolution

Investors must switch to electronic shares by early next year

In Bombay's industrial suburb of Dadar, an old shredding machine chugs its way through a mountain of paper. Its task is to destroy share certificates - millions of them - as India moves to a paperless trading system.

What has been a slow evolution was given a turbo-charged boost this week with the surprise announcement by Sebi, India's financial regulator, that institutions will no longer be able to trade in paper shares from January 15.

The statement shocked investors, who had been offered a choice between paper and electronic shares since the passage of the Depositories Act last year.

But Uday Kotak, vice-chairman of Kotak Mahindra, Goldman Sachs' partner in India, says: "It is going to help the move from paper - it is really going to speed things up."

Chandrashekar Bhawe, managing director of India's electronic National Securities Depository, says: "This is the real breakthrough - Sebi has brought forward the process by at least two years."

Sebi went some way to calm fears when it published yesterday details of the new plan.

Institutions will be able to keep paper shares, even though they will not be able to sell them in that form. And the ban on paper trading will be rolled out over several months, beginning with about 10 blue-chip companies on January 15.

But the task ahead is immense. Investors will probably try to move more than 1bn shares from paper to electronic record in the next three months. So far, the depository has processed 480m shares in 10 months.

Beyond January 15, the job is bigger still. Institutions are likely to transfer most of their portfolios from paper to paperless shares next year, which could involve tens of billions of shares.

No one knows how many



Up to 100bn shares will need to be transferred to the electronic depository

Sophie Whalley

shares there are in India, but Mr Bhawe estimates that "there could be as many as 100bn". A little under half are in the hands of institutions.

The chance of a smooth transition is greatly increased by the fact that the move was gathering momentum before Sebi's announcement.

Indian law requires a company to consent to its investors moving over to paperless shares. This occurred en masse when a string of India's blue chip companies, including the Tata Group, agreed to join the new depository.

India's biggest shareholders - the state-owned Unit Trust of India, Life Insurance Corporation and General Insurance Corporation - have poor records of their shareholders. But they began the mammoth task of sorting them out in February.

The mass migration from paper to electronic shares will have profound consequences for India's stock markets.

A simple share transaction involving 200,000 shares (sold in lots of 10, typically worth about \$500,000, currently involves six parties counting 20,000 certificates and transfer documents and verifying each one with the company's registrar.

This is time-consuming, expensive and open to widespread fraud.

Paperless trading is a cleaner, quicker and more transparent market. It is open to new categories of foreign investors and could erode the premium enjoyed by GDRs - proxy shares traded on international markets.

It will also make it cheaper to buy, sell and hold Indian shares.

The move will put an end to a lucrative custody business. The electronic depository charges 3.5 basis points in custody fees, against 30 to 40 basis points charged by paper custodians. It will also

through ease of trading and lower incidence of fraud - push down broker fees.

The transparency of electronic markets has paved the way for the development of futures and options products - and in India it could also usher in changes to the relationship between companies and shareholders, by taking away a company's control over its share register.

"There are companies in India which are still worried about free transfer of shares," says a senior stock market official. "Ownership transfer can take place within the depository without a company's knowledge."

India's big mutual funds will be able to quantify their shareholdings in real time for the first time, opening the way for stricter accounting and greater investor awareness of what they are investing in.

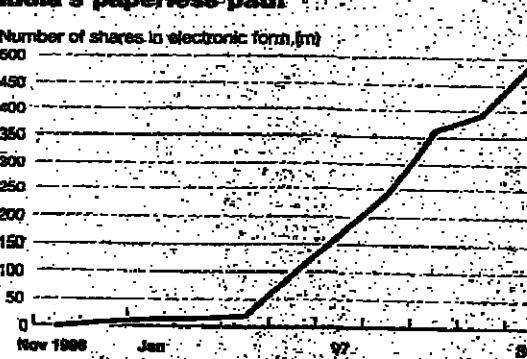
Paperless trading will also have a big impact on India's regional stock markets. Currently, only the capitalised National Stock Exchange, which founded the electronic depository, can trade in paperless shares.

The Bombay Stock Exchange, India's second biggest, could reach an agreement with the depository before January 15.

However, other exchanges are unlikely to join the depository, and since brokers across India can already trade on both the NSE and BSE, their future looks bleak.

India's paperless path

India's paperless path



Source: National Securities Depository

Krishna Guha

INTERNATIONAL CAPITAL MARKETS

German interest rate fears hit Europe Fitch and IBCA rating groups merge

GOVERNMENT BONDS

By Vincent Boland
in London
and John Labate
in New York

European government bond markets ended weaker but off their lowest levels yesterday as fears about higher German interest rates outweighed a bright start to US trading, where good inflation figures sent Treasury yields higher.

Remarks on Wednesday night by Ottmar Issing, the Bundesbank's chief economist, that Europe's central banks should take inflation now and not wait for the arrival of the new European central bank, unnerved German bondholders from the start of trading yesterday. Other markets took their cue from that and sagged in sympathy.

Analysts said the comments by Mr Issing were hawkish, suggesting a harder line on interest rates than had been assumed up to now, a week after the German central bank raised its securities repurchase (repo) rate by 30 basis points last week.

Gilts market welcomes plan to cut electricity prices

Gilt market analysts yesterday welcomed proposals to reduce UK electricity prices, which they said could give a big boost to the market, Vincent Boland writes.

Offer, the electricity industry regulator, said prices would fall by an average of 9 per cent in real terms over the next two years. Andrew Roberts, gilts specialist at UBS, said this could cut as much as a quarter percentage point off the inflation rate, which would in turn help the gilt market.

"After the Bundesbank hiked the repo rate last week, and moved so decisively, people thought that's probably it until next year. So what Issing said is pretty hawkish," said Graham McDevitt, head of global bond strategy at Paribas in London.

The December bond futures contract settled 0.45 lower at 101.92, breaking below what some observers said was a key support level at 102.00.

"That's a confirmation of the bearish trend of the market now. Yields are going to drift higher over the next

Mr Roberts said the move should help the Bank of England meet its inflation target of 2.5 per cent. UK gilts, which have been riding high on European monetary union convergence factors - but still maintain a premium due to doubts about the central bank's long-term ability to meet its inflation target - would be an immediate beneficiary across the maturity curve.

The news from Ottar followed the release earlier in the day of figures showing a small rise in the public sector borrowing requirement and a survey by the British Chamber of Commerce suggesting that the manufacturing sector was still suffering from the strength of sterling earlier in the year.

Mr Roberts said the move should dispel fears of another UK interest rate rise, which some analysts have been predicting. "It comes at exactly the right time for the gilt market and is the last piece of the puzzle falling into place to suggest that the front end of the curve is cheap," he said.

Long-term interest rates, had risen 1% to 100%, yielding 6.54 per cent. The two-year note rose 1/8 to 9 1/8%, yielding 5.78 per cent.

Bond investors were relieved that, with inflation so low, the Federal Reserve Open Market Committee will have less reason to raise interest rates at its next meeting in November.

"This is unprecedented," said Bruce Steinberg, chief economist at Merrill Lynch in New York. "Inflation has never been so low so far into an expansion." September's 0.2 per cent rise in the CPI followed a 0.2 per cent increase in August.

A report released on Thursday by the Philadelphia Federal Reserve found that manufacturing activity in the region had slowed, with the Philly Fed's index for October at 11.5. In a separate report, jobless claims for the second week in October rose by 2,000 to 306,000.

Most selling pressure was on the long end of the market, which fell half a point on switching into shorter-dated stocks.

SWEDISH BONDS suffered a "double whammy", hit by negative sentiment from Germany and a sharp rise in domestic inflation in September, to 1.9 per cent year-on-year against an expected 1.6 per cent.

That sent the market into a tail-spin, especially in the five-year maturity sector, where yields rose by 17 points to 5.93 per cent. The 10-year yield rose 11 points to 6.33 per cent.

Long-term interest rates, had risen 1% to 100%, yielding 6.54 per cent. The two-year note rose 1/8 to 9 1/8%, yielding 5.78 per cent.

A report released on Thursday by the Philadelphia Federal Reserve found that manufacturing activity in the region had slowed, with the Philly Fed's index for October at 11.5. In a separate report, jobless claims for the second week in October rose by 2,000 to 306,000.

Most selling pressure was on the long end of the market, which fell half a point on switching into shorter-dated stocks.

SWEDISH BONDS suffered a "double whammy", hit by negative sentiment from Germany and a sharp rise in domestic inflation in September, to 1.9 per cent year-on-year against an expected 1.6 per cent.

That sent the market into a tail-spin, especially in the five-year maturity sector, where yields rose by 17 points to 5.93 per cent. The 10-year yield rose 11 points to 6.33 per cent.

Long-term interest rates, had risen 1% to 100%, yielding 6.54 per cent. The two-year note rose 1/8 to 9 1/8%, yielding 5.78 per cent.

A report released on Thursday by the Philadelphia Federal Reserve found that manufacturing activity in the region had slowed, with the Philly Fed's index for October at 11.5. In a separate report, jobless claims for the second week in October rose by 2,000 to 306,000.

Most selling pressure was on the long end of the market, which fell half a point on switching into shorter-dated stocks.

SWEDISH BONDS suffered a "double whammy", hit by negative sentiment from Germany and a sharp rise in domestic inflation in September, to 1.9 per cent year-on-year against an expected 1.6 per cent.

That sent the market into a tail-spin, especially in the five-year maturity sector, where yields rose by 17 points to 5.93 per cent. The 10-year yield rose 11 points to 6.33 per cent.

Long-term interest rates, had risen 1% to 100%, yielding 6.54 per cent. The two-year note rose 1/8 to 9 1/8%, yielding 5.78 per cent.

A report released on Thursday by the Philadelphia Federal Reserve found that manufacturing activity in the region had slowed, with the Philly Fed's index for October at 11.5. In a separate report, jobless claims for the second week in October rose by 2,000 to 306,000.

Most selling pressure was on the long end of the market, which fell half a point on switching into shorter-dated stocks.

SWEDISH BONDS suffered a "double whammy", hit by negative sentiment from Germany and a sharp rise in domestic inflation in September, to 1.9 per cent year-on-year against an expected 1.6 per cent.

That sent the market into a tail-spin, especially in the five-year maturity sector, where yields rose by 17 points to 5.93 per cent. The 10-year yield rose 11 points to 6.33 per cent.

Long-term interest rates, had risen 1% to 100%, yielding 6.54 per cent. The two-year note rose 1/8 to 9 1/8%, yielding 5.78 per cent.

A report released on Thursday by the Philadelphia Federal Reserve found that manufacturing activity in the region had slowed, with the Philly Fed's index for October at 11.5. In a separate report, jobless claims for the second week in October rose by 2,000 to 306,000.

Most selling pressure was on the long end of the market, which fell half a point on switching into shorter-dated stocks.

SWEDISH BONDS suffered a "double whammy", hit by negative sentiment from Germany and a sharp rise in domestic inflation in September, to 1.9 per cent year-on-year against an expected 1.6 per cent.

That sent the market into a tail-spin, especially in the five-year maturity sector, where yields rose by 17 points to 5.93 per cent. The 10-year yield rose 11 points to 6.33 per cent.

Long-term interest rates, had risen 1% to 100%, yielding 6.54 per cent. The two-year note rose 1/8 to 9 1/8%, yielding 5.78 per cent.

A report released on Thursday by the Philadelphia Federal Reserve found that manufacturing activity in the region had slowed, with the Philly Fed's index for October at 11.5. In a separate report, jobless claims for the second week in October rose by 2,000 to 306,000.

Most selling pressure was on the long end of the market, which fell half a point on switching into shorter-dated stocks.

A lower than expected 0.2 per cent rise in the consumer price index for September sent US TREASURY yields higher throughout the morning.

By midday the 30-year bond, the benchmark for long-term interest rates, had risen 1% to 100%, yielding 6.54 per cent. The two-year note rose 1/8 to 9 1/8%, yielding 5.78 per cent.

Bond investors were relieved that, with inflation so low, the Federal Reserve Open Market Committee will have less reason to raise interest rates at its next meeting in November.

"This is unprecedented," said Bruce Steinberg, chief economist at Merrill Lynch in New York. "Inflation has never been so low so far into an expansion." September's 0.2 per cent rise in the CPI followed a 0.2 per cent increase in August.

A report released on Thursday by the Philadelphia Federal Reserve found that manufacturing activity in the region had slowed, with the Philly Fed's index for October at 11.5. In a separate report, jobless claims for the second week in October rose by 2,000 to 306,000.

Most selling pressure was on the long end of the market, which fell half a point on switching into shorter-dated stocks.

SWEDISH BONDS suffered a "double whammy", hit by negative sentiment from Germany and a sharp rise in domestic inflation in September, to 1.9 per cent year-on-year against an expected 1.6 per cent.

That sent the market into a tail-spin, especially in the five-year maturity sector, where yields rose by 17 points to 5.93 per cent. The 10-year yield rose 11 points to 6.33 per cent.

Long-term interest rates, had risen 1% to 100%, yielding 6.54 per cent. The two-year note rose 1/8 to 9 1/8%, yielding 5.78 per cent.

A report released on Thursday by the Philadelphia Federal Reserve found that manufacturing activity in the region had slowed, with the Philly Fed's index for October at 11.5. In a separate report, jobless claims for the second week in October rose by 2,000 to 306,000.

Most selling pressure was on the long end of the market, which fell half a point on switching into shorter-dated stocks.

SWEDISH BONDS suffered a "double whammy", hit by negative sentiment from Germany and a sharp rise in domestic inflation in September, to 1.9 per cent year-on-year against an expected 1.6 per cent.

That sent the market into a tail-spin, especially in the five-year maturity sector, where yields rose by 17 points to 5.93 per cent. The 10-year yield rose 11 points to 6.33 per cent.

Long-term interest rates, had risen 1% to 100%, yielding 6.54 per cent. The two-year note rose 1/8 to 9 1/8%, yielding 5.78 per cent.

A report released on Thursday by the Philadelphia Federal Reserve found that manufacturing activity in the region had slowed, with the Philly Fed's index for October at 11.5. In a separate report, jobless claims for the second week in October rose by 2,000 to 306,000.

Most selling pressure was on the long end of the market, which fell half a point on switching into shorter-dated stocks.

SWEDISH BONDS suffered a "double whammy", hit by negative sentiment from Germany and a sharp rise in domestic inflation in September, to 1.9 per cent year-on-year against an expected 1.6 per cent.

That sent the market into a tail-spin, especially in the five-year maturity sector, where yields rose by 17 points to 5.93 per cent. The 10-year yield rose 11 points to 6.33 per cent.

Long-term interest rates, had risen 1% to 100%, yielding 6.54 per cent. The two-year note rose 1/8 to 9 1/8%, yielding 5.78 per cent.

A report released on Thursday by the Philadelphia Federal Reserve found that manufacturing activity in the region had slowed, with the Philly Fed's index for October at 11.5. In a separate report, jobless claims for the second week in October rose by 2,000 to 306,000.

Most selling pressure was on the long end of the market, which fell half a point on switching into shorter-dated stocks.

SWEDISH BONDS suffered a "double whammy", hit by negative sentiment from Germany and a sharp rise in domestic inflation in September, to 1.9 per cent year-on-year against an expected 1.6 per cent.

That sent the market into a tail-spin, especially in the five-year maturity sector, where yields rose by 17 points to 5.93 per cent. The 10-year yield rose 11 points to 6.33 per cent.

Long-term interest rates, had risen 1% to 100%, yielding 6.54 per cent. The two-year note rose 1/8 to 9 1/8%, yielding 5.78 per cent.

A report released on Thursday by the Philadelphia Federal Reserve found that manufacturing activity in the region had slowed, with the Philly Fed's index for October at 11.5. In a separate report, jobless claims for the second week in October rose by 2,000 to 306,000.

Most selling pressure was on the long end of the market, which fell half a point on switching into shorter-dated stocks.

SWEDISH BONDS suffered a "double whammy", hit by negative sentiment from Germany and a sharp rise in domestic inflation in September, to 1.9 per cent year-on-year against an expected 1.6 per cent.

That sent the market into a tail-spin, especially in the five-year maturity sector, where yields rose by 17 points to 5.93 per cent. The 10-year yield rose 11 points to 6.33 per cent.

Long-term interest rates, had risen 1% to 100%, yielding 6.54 per cent. The two-year note rose 1/8 to 9 1/8%, yielding 5.78 per cent.

Fitch and IBCA rating groups merge

By Edward Luce
in London and Tracy
Corrigan in New York

IBCA, Europe's largest credit rating agency, and Fitch Investors Service, the US agency, yesterday said they were to merge, creating the world's third largest credit rating agency.

The agreement, which follows two months of talks, will create Fitch IBCA - with revenues of more than \$100m this year and a potential competitor to Standard & Poor's and Moody's Investors Service, the New York-based giants. The new agency will have 650 staff in 18 offices worldwide.

Robin Munro-Davies, chairman of IBCA, who also becomes chief executive and vice-chairman of the merged group, said Fitch IBCA was aiming for 15 per cent revenue growth a year. Neither S&P, which is owned by McGraw Hill, the US financial services company, nor Moody's, owned by Dun & Bradstreet, publish separate results. But they were thought to have revenues of more than \$200m and \$300m, respectively in 1996.

Fimalac - the French group which controls IBCA - has agreed to pay \$175m in cash to Van Kampen Group and other investors which controlled Fitch.

The deal is expected to produce genuine global competition for the big two agencies, IBCA, which was set up in 1978, is considered the strongest credit rating agency in the international banking sector while Fitch is strong in the US market for structured finance. The effective acquisition of Fitch

will give IBCA "nationally recognised" status in the US, which will enable it to rate a wide diversity of securities outside the banking sector.

For its part, IBCA gives Fitch much-needed international exposure. Fitch has concentrated on the US and has only awarded one sovereign rating, China, compared with almost 50 by IBCA.

"We consider this to be the perfect fit," said Mr Munro-Davies. "This makes us a global credit agency with a strong US presence."

Fimalac's chairman, Marc Ladreit de Lacharrière, will be chairman of Fitch IBCA while Fitch's chairman, Stephen Joynt, will become president and chief operating officer. The Van Kampen family, which had majority control in Fitch, will have no shareholding in the merged entity.

Mr Munro-Davies said the new group would focus on improving its coverage of the international corporate sector without relaxing its focus on banking and secured finance.

The merger comes at a critical juncture in the credit rating industry, with the market for corporate and sovereign ratings growing at its fastest ever pace.

The rapid globalisation of the world economy and the impending creation of a single European currency has doubled cross-border capital flows in the last five years and boosted demand for recognised credit ratings.

"The market is growing rapidly," said Mr Munro-Davies. "Our aim is to grow even faster than the market if we are going to catch up with Moody's and S&P."

Debut three-year issue from Natexis Banque

INTERNATIONAL BONDS

By Edward Luce in London
and Andrew Fisher
in Frankfurt

Natexis Banque, formed by the recent merger between BECE and Credit National, the French banks, yesterday issued its debut eurobond.

The \$500m three-year offering - whose proceeds will go towards French subsidised export financing - is the

first bond by a French private-sector issuer to be guaranteed by the French government since 1992.

An official at Merrill Lynch, joint underwriter with Dresdner Kleinwort Benson and Tokyo-Mitsubishi, said the guarantee enabled it to issue at the relatively tight spread of 14 basis points over Treasuries.

This, however, is the same spread offered by Gillette, the US consumer goods com-

pany, in its first offering since 1992 earlier this week.

Unlike the Gillette bond, which has tightened to a spread of 12 basis points in secondary trading, the Natexis bond was trading flat to re-offer after launch yesterday. Officials said it was distributed mostly to European fund managers.

DEUTSCHE TERMINBORSE, the German futures and options exchange, is to introduce a jumbo Pfand-

New international bond issues

Borrower	Amount m	Coupon %	Price	Maturity	Fee %	Spread bp	Book-runner
Republic of Turkey	500	6.125	98.50	Oct 2007	0.875	+270.00	Commerzbank AG
Republic of Turkey	500	6.125	98.50	Oct 2007	0.875	+270.00	Commerzbank AG
Republic of Turkey	500	6.125	98.50	Oct 2007	0.875	+270.00	Commerzbank AG
Republic of Turkey	500	6.125	98.50	Oct 2007	0.875	+270.00	Commerzbank AG
Republic of Turkey	500	6.125	98.50	Oct 2007	0.875	+270.00	Commerzbank AG

First terms, non-callable unless stated. Yield spread (over gov bond) at launch supplied by lead manager. 1 Floating-rate note. 2 Fixed re-offer price. 3 Fixed re-offer price. 4 Fixed re-offer price. 5 Fixed re-offer price. 6 Fixed re-offer price. 7 Fixed re-offer price. 8 Fixed re-offer price. 9 Fixed re-offer price. 10 Fixed re-offer price. 11 Fixed re-offer price. 12 Fixed re-offer price. 13 Fixed re-offer price. 14 Fixed re-offer price. 15 Fixed re-offer price. 16 Fixed re-offer price. 17 Fixed re-offer price. 18 Fixed re-offer price. 19 Fixed re-offer price. 20 Fixed re-offer price. 21 Fixed re-offer price. 22 Fixed re-offer price. 23 Fixed re-offer price. 24 Fixed re-offer price. 25 Fixed re-offer price. 26 Fixed re-offer price. 27 Fixed re-offer price. 28 Fixed re-offer price. 29 Fixed re-offer price. 30 Fixed re-offer price. 31 Fixed re-offer price. 32 Fixed re-offer price. 33 Fixed re-offer price. 34 Fixed re-offer price. 35 Fixed re-offer price. 36 Fixed re-offer price. 37 Fixed re-offer price. 38 Fixed re-offer price. 39 Fixed re-offer price. 40 Fixed re-offer price. 41 Fixed re-offer price. 42 Fixed re-offer price. 43 Fixed re-offer price. 44 Fixed re-offer price. 45 Fixed re-offer price. 46 Fixed re-offer price. 47 Fixed re-offer price. 48 Fixed re-offer price. 49 Fixed re-offer price. 50 Fixed re-offer price. 51 Fixed re-offer price. 52 Fixed re-offer price. 53 Fixed re-offer price. 54 Fixed re-offer price. 55 Fixed re-offer price. 56 Fixed re-offer price. 57 Fixed re-offer price. 58 Fixed re-offer price. 59 Fixed re-offer price. 60 Fixed re-offer price. 61 Fixed re-offer price. 62 Fixed re-offer price. 63 Fixed re-offer price. 64 Fixed re-offer price. 65 Fixed re-offer price. 66 Fixed re-offer price. 67 Fixed re-offer price. 68 Fixed re-offer price. 69 Fixed re-offer price. 70 Fixed re-offer price. 71 Fixed re-offer price. 72 Fixed re-offer price. 73 Fixed re-offer price. 74 Fixed re-offer price. 75 Fixed re-offer price. 76 Fixed re-offer price. 77 Fixed re-offer price. 78 Fixed re-offer price. 79 Fixed re-offer price. 80 Fixed re-offer price. 81 Fixed re-offer price. 82 Fixed re-offer price. 83 Fixed re-offer price. 84 Fixed re-offer price. 85 Fixed re-offer price. 86 Fixed re-offer price. 87 Fixed re-offer price. 88 Fixed re-offer price. 89 Fixed re-offer price. 90 Fixed re-offer price. 91 Fixed re-offer price. 92 Fixed re-offer price. 93 Fixed re-offer price. 94 Fixed re-offer price. 95 Fixed re-offer price. 96 Fixed re-offer price. 97 Fixed re-offer price. 98 Fixed re-offer price. 99 Fixed re-offer price. 100 Fixed re-offer price. 101 Fixed re-offer price. 102 Fixed re-offer price. 103 Fixed re-offer price. 104 Fixed re-offer price. 105 Fixed re-offer price. 106 Fixed re-offer price. 107 Fixed re-offer price. 108 Fixed re-offer price. 109 Fixed re-offer price. 110 Fixed re-offer price. 111 Fixed re-offer price. 112 Fixed re-offer price. 113 Fixed re-offer price. 114 Fixed re-offer price. 115 Fixed re-offer price. 116 Fixed re-offer price. 117 Fixed re-offer price. 118 Fixed re-offer price. 119 Fixed re-offer price. 120 Fixed re-offer price. 121 Fixed re-offer price. 122 Fixed re-offer price. 123 Fixed re-offer price. 124 Fixed re-offer price. 125 Fixed re-offer price. 126 Fixed re-offer price. 127 Fixed re-offer price. 128 Fixed re-offer price. 129 Fixed re-offer price. 130 Fixed re-offer price. 131 Fixed re-offer price. 132 Fixed re-offer price. 133 Fixed re-offer price. 134 Fixed re-offer price. 135 Fixed re-offer price. 136 Fixed re-offer price. 137 Fixed re-offer price. 138 Fixed re-offer price. 139 Fixed re-offer price. 140 Fixed re-offer price. 141 Fixed re-offer price. 142 Fixed re-offer price. 143 Fixed re-offer price. 144 Fixed re-offer price. 145 Fixed re-offer price. 146 Fixed re-offer price. 147 Fixed re-offer price. 148 Fixed re-offer price. 149 Fixed re-offer price. 150 Fixed re-offer price. 151 Fixed re-offer price. 152 Fixed re-offer price. 153 Fixed re-offer price. 154 Fixed re-offer price. 155 Fixed re-offer price. 156 Fixed re-offer price. 157 Fixed re-offer price. 158 Fixed re-offer price. 159 Fixed re-offer price. 160 Fixed re-offer price. 161 Fixed re-offer price. 162 Fixed re-offer price. 163 Fixed re-offer price. 164 Fixed re-offer price. 165 Fixed re-offer price. 166 Fixed re-offer price. 167 Fixed re-offer price. 168 Fixed re-offer price. 169 Fixed re-offer price. 170 Fixed re-offer price. 171 Fixed re-offer price. 172 Fixed re-offer price. 173 Fixed re-offer price. 174 Fixed re-offer price. 175 Fixed re-offer price. 176 Fixed re-offer price. 177 Fixed re-offer price. 178 Fixed re-offer price. 179 Fixed re-offer price. 180 Fixed re-offer price. 181 Fixed re-offer price. 182 Fixed re-offer price. 183 Fixed re-offer price. 184 Fixed re-offer price. 185 Fixed re-offer price. 186 Fixed re-offer price. 187 Fixed re-offer price. 188 Fixed re-offer price. 189 Fixed re-offer price. 190 Fixed re-offer price. 191 Fixed re-offer price. 192 Fixed re-offer price. 193 Fixed re-offer price. 194 Fixed re-offer price. 195 Fixed re-offer price. 196 Fixed re-offer price. 197 Fixed re-offer price. 198 Fixed re-offer price. 199 Fixed re-offer price. 200 Fixed re-offer price. 201 Fixed re-offer price. 202 Fixed re-offer price. 203 Fixed re-offer price. 204 Fixed re-offer price. 205 Fixed re-offer price. 206 Fixed re-offer price. 207 Fixed re-offer price. 208 Fixed re-offer price. 209 Fixed re-offer price. 210 Fixed re-offer price. 211 Fixed re-offer price. 212 Fixed re-offer price. 213 Fixed re-offer price. 214 Fixed re-offer price. 215 Fixed re-offer price. 216 Fixed re-offer price. 217 Fixed re-offer price. 218 Fixed re-offer price. 219 Fixed re-offer price. 220 Fixed re-offer price. 221 Fixed re-offer price. 222 Fixed re-offer price. 223 Fixed re-offer price. 224 Fixed re-offer price. 225 Fixed re-offer price. 226 Fixed re-offer price. 227 Fixed re-offer price. 228 Fixed re-offer price. 229 Fixed re-offer price. 230 Fixed re-offer price. 231 Fixed re-offer price. 232 Fixed re-offer price. 233 Fixed re-offer price. 234 Fixed re-offer price. 235 Fixed re-offer price. 236 Fixed re-offer price. 237 Fixed re-offer price. 238 Fixed re-offer price. 239 Fixed re-offer price. 240 Fixed re-offer price. 241 Fixed re-offer price. 242 Fixed re-offer price. 243 Fixed re-offer price. 244 Fixed re-offer price. 245 Fixed re-offer price. 246 Fixed re-offer price. 247 Fixed re-offer price. 248 Fixed re-offer price. 249 Fixed re-offer price. 250 Fixed re-offer price. 251 Fixed re-offer price. 252 Fixed re-offer price. 253 Fixed re-offer price. 254 Fixed re-offer price. 255 Fixed re-offer price. 256 Fixed re-offer price. 257 Fixed re-offer price. 258 Fixed re-offer price. 259 Fixed re-offer price. 260 Fixed re-offer price. 261 Fixed re-offer price. 262 Fixed re-offer price. 263 Fixed re-offer price. 264 Fixed re-offer price. 265 Fixed re-offer price. 266 Fixed re-offer price. 267 Fixed re-offer price. 268 Fixed re-offer price. 269 Fixed re-offer price. 270 Fixed re-offer price. 271 Fixed re-offer price. 272 Fixed re-offer price. 273 Fixed re-offer price. 274 Fixed re-offer price. 275 Fixed re-offer price. 276 Fixed re-offer price. 277 Fixed re-offer price. 278 Fixed re-offer price. 279 Fixed re-offer price. 280 Fixed re-offer price. 281 Fixed re-offer price. 282 Fixed re-offer price. 283 Fixed re-offer price. 284 Fixed re-offer price. 285 Fixed re-offer price. 286 Fixed re-offer price. 287 Fixed re-offer price. 288 Fixed re-offer price. 289 Fixed re-offer price. 290 Fixed re-offer price. 291 Fixed re-offer price. 292 Fixed re-offer price. 293 Fixed re-offer price. 294 Fixed re-offer price. 295 Fixed re-offer price. 296 Fixed re-offer price. 297 Fixed re-offer price. 298 Fixed re-offer price. 299 Fixed re-offer price. 300 Fixed re-offer price. 301 Fixed re-offer price. 302 Fixed re-offer price. 303 Fixed re-offer price. 304 Fixed re-offer price. 305 Fixed re-offer price. 306 Fixed re-offer price. 307 Fixed re-offer price. 308 Fixed re-offer price. 309 Fixed re-offer price. 310 Fixed re-offer price. 311 Fixed re-offer price. 312 Fixed re-offer price. 313 Fixed re-offer price. 314 Fixed re-offer price. 315 Fixed re-offer price. 316 Fixed re-offer price. 317 Fixed re-offer price. 318 Fixed re-offer price. 319 Fixed re-offer price. 320 Fixed re-offer price. 321 Fixed re-offer price. 322 Fixed re-offer price. 323 Fixed re-offer price. 324 Fixed re-offer price. 325 Fixed re-offer price. 326 Fixed re-offer price. 327 Fixed re-offer price. 328 Fixed re-offer price. 329 Fixed re-offer price. 330 Fixed re-offer price. 331 Fixed re-offer price. 332 Fixed re-offer price. 333 Fixed re-offer price. 334 Fixed re-offer price. 335 Fixed re-offer price. 336 Fixed re-offer price. 337 Fixed re-offer price. 338 Fixed re-offer price. 339 Fixed re-offer price. 340 Fixed re-offer price. 341 Fixed re-offer price. 342 Fixed re-offer price. 343 Fixed re-offer price. 344 Fixed re-offer price. 345 Fixed re-offer price. 346 Fixed re-offer price. 347 Fixed re-offer price. 348 Fixed re-offer price. 349 Fixed re-offer price. 350 Fixed re-offer price. 351 Fixed re-offer price. 352 Fixed re-offer price. 353 Fixed re-offer price. 354 Fixed re-offer price. 355 Fixed re-offer price. 356 Fixed re-offer price. 357 Fixed re-offer price. 358 Fixed re-offer price. 359 Fixed re-offer price. 360 Fixed re-offer price. 361 Fixed re-offer price. 362 Fixed re-offer price. 363 Fixed re-offer price. 364 Fixed re-offer price. 365 Fixed re-offer price. 366 Fixed re-offer price. 367 Fixed re-offer price. 368 Fixed re-offer price. 369 Fixed re-offer price. 370 Fixed re-offer price. 371 Fixed re-offer price. 372 Fixed re-offer price. 373 Fixed re-offer price. 374 Fixed re-offer price. 375 Fixed re-offer price. 376 Fixed re-offer price. 377 Fixed re-offer price. 378 Fixed re-offer price. 379 Fixed re-offer price. 380 Fixed re-offer price. 381 Fixed re-offer price. 382 Fixed re-offer price. 383 Fixed re-offer price. 384 Fixed re-offer price. 385 Fixed re-offer price. 386 Fixed

COMMODITIES AND AGRICULTURE

Timber markets stage recovery in Europe

By Frances Williams in Geneva

European timber markets have staged a recovery this year, but producers still face stiff competition from low-cost suppliers, according to the UN Economic Commission for Europe.

The ECE's timber committee said European demand has strengthened. It expects production and consumption to rise in 1997 and to be maintained in 1998.

Europe's sawn soft-wood consumption, which ended a two-year decline last year, is forecast to rise by 4 per cent to 75.9m cubic metres in 1997 and remain at that level in 1998.

Production is expected to increase by the same percentage to a record 78m cu m this year and next. Europe is still a net exporter of sawn soft-wood, largely to Asia where demand is increasing, the ECE says.

In central and eastern Europe the detailed picture is more mixed, with big increases in production of sawn soft-wood by the Baltic states but a continued decline in Russia, where domestic demand is weak and log prices high. Russian production is forecast to fall by 11 per cent in 1997 but to rise by 12 per cent in 1998.

Consumption of soft-wood logs in Europe will continue to expand this year and next, according to

the ECE, as will demand for sawn hardwood and hardwood logs. However, European demand for wood-based panels such as particle board, plywood and fibre-board is expected to remain stagnant. Prices are under pressure amid signs of overcapacity for particle board and MDF, the ECE said.

Meanwhile, helped by a return to balance in the global pulp market, European output of pulpwood is set to increase this year and

next, although fierce global competition continues to put pressure on prices.

The ECE, which groups over 50 countries in western and eastern Europe and North America, also drew attention to the increased re-use and recycling of forest products, including used pallets, packaging and many types of demolition wood, as well as waste-paper and sawmill residues.

"These developments mean the

forest sector is coming closer to a 'closed-cycle' situation, which would represent a major contribution to sustainable development," the report said.

However, the ECE said it had detected little impact on the market of timber certified to be from sustainably managed forests. The ECE says the availability of such products is limited and in most cases they do not command a price premium.

Oil prices recover lost ground

MARKETS REPORT

By Robert Corzine and Alexander Stevenson

Futures prices on London's International Petroleum Exchange recovered some ground lost earlier this week when profit-taking and a reduction in Middle East tensions helped push the benchmark Brent Blend for November delivery well below \$20 a barrel.

Brent was quoted in late London trading at \$19.66, up 39 cents from Wednesday's close of \$19.51. Brent was lifted in part by buying on the New York Mercantile Exchange after the latest figures from the US showed an unexpected fall in crude oil stocks, although some analysts described the data as broadly neutral.

Nizar Hamdoun, Iraq's ambassador to the UN, yesterday appeared to remove one of the uncertainties in the oil market when he said there was no link between the continuation of the oil-for-food programme and the current dispute between Baghdad and the UN Special Commission charged with dismantling Iraq's weapons of mass destruction.

On the London Metal Exchange copper dropped sharply, with traders blaming a bout of trade house selling from one source.

The price of three-month metal fell below \$2,100 a tonne at one point, before recovering to close at \$2,103, a fall of \$1 on the day.

In the morning session copper had peaked at \$2,150, largely on covering of "short" positions.

Zinc prices also fell in response to the announcement that stocks had increased by 5,500 tonnes. Three-month zinc closed just above the day's lows at \$1,307, a fall of \$11.

Russia looks to aluminium

By Kenneth Gooding, Mining Correspondent

There is little chance that demand for aluminium in Russia will pick up for some years, but "the Russian industry will be unbalanced and heavily biased towards production of primary metal, mainly for export" unless domestic consumption increases, according to a new study of the aluminium industry from Financial Times Energy Publishing.

Russia's domestic aluminium consumption is estimated to have dropped 80 per cent between 1988 and the mid-1990s, from 2.88m tonnes to 560,000 tonnes.

Natalia Anyadike, author of the study, says this was because virtually all Russia's aluminium fabricating plants were dedicated to producing for the military. "Developed world consumers, such as the aluminium beverage can and pre-packaged television dinners in aluminium foil were almost unknown in Russia in the early 1990s."

Now several ways of increasing aluminium consumption have been identified, in addition to packaging. These include increased use of aluminium in the wire and cable industries as Russia moves to upgrade its power transmission and distribution networks.

There has been investment at Russia's biggest aluminium rolling plant, Samara, to produce material for canning and to supply semi-fabricated products for export to the west. There is also a modern foil plant at Michailovsk in the Urals.

"Some western investors have expressed an interest in investing in can sheet facilities in Russia to supply the domestic market, although it is expected to be some time before any of these come to fruition," says Mr Anyadike.

In 1992 and 1993 there was also a brief flurry of activity as western aluminium companies sought agreements to provide equipment and technology to clean up and expand Russia's smelters. These have mostly fallen through as the smelters lacked the means to pay.

The former Soviet Union has nominal annual aluminium smelting capacity of 3.85m tonnes from 14 smelters, 11 of which are in Russia. Mr Anyadike points out that, depending on the option chosen, upgrading the 14 smelters could cost from US\$24m, to make modest improvements, to \$8bn to convert them to "state of the art" plants.

Aluminium: the challenges ahead. FT Energy, 149 Tottenham Court Road, London W1P 0LL.

European beef sector urged to change

By Maggie Urry

The only one way forward for the European beef regime is to become competitive on world markets without export subsidies, according to Prosper de Winne, head of the European Commission's beef, veal and sheepmeat division.

At a confidential special agriculture committee meeting in Brussels this week there was broad agreement by member states on the commission's analysis. Mr de Winne said at a conference on the meat industry, organised by AgriaEurope.

The main point of discussion, he said, was how to share out compensation payments. German beef producers claim to have lost out in the 1992 round of Common Agricultural Policy reform to the benefit of others such as Irish farmers because of the way beef premiums had been structured.

Mr de Winne said "a new crisis of overproduction is looming sooner rather than later." Changes in the beef regime would have to be greater, quicker and more painful than before.

He said under the next round of world trade talks, due to begin in 1999, it would be difficult to defend export subsidies.

A 30 per cent price cut would give realistic scope for unsubsidised exports, he said, but some member states wanted a smaller cut, perhaps 20 per cent. "The



Big cuts in beef prices are needed to allow unsubsidised exports and avoid a large-scale collapse in markets

whole of Agenda 2000 [the commission's proposals for CAP reform] turns around the question 'will we be able to export without refunds?'

The worst outcome, he said, would be a cut in prices which was insufficient to allow unsubsidised exports. Then the "whole exercise would be for nothing".

Richard Cowan, head of the beef and sheep division of the UK agriculture ministry, said the UK broadly shared the commission's view. "It is clear that if nothing is done to resolve the over-supply there will be a large-scale collapse of markets." Price cuts should be at least 30 per cent, he said.

However, he said, any compensation payments introduced to offset the removal of price supports should be to "facilitate adjustment to the new order rather than be a permanent solution to the problem".

Mick Sloyan, head of pig-meat strategy at the Meat and Livestock Commission, said world consumption of meat had risen by a third over the last 10 years and

was continuing to increase. The largest growth market was Asia, where consumption is rising. World markets offered favourable prospects for export pig and poultry meat.

Owen Brooks, of the Irish food board, said Asian expansion would also fuel an expansion in EU beef exports.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE
(Prices from Amalgamated Metal Trading)

ALUMINIUM, 99.7% Purity (\$ per tonne)

	Close	Previous
1603-04	1624-25	1624-25
1605-06	1624-25	1624-25
1607-08	1624-25	1624-25
1609-10	1624-25	1624-25
1611-12	1624-25	1624-25
1613-14	1624-25	1624-25
1615-16	1624-25	1624-25
1617-18	1624-25	1624-25
1619-20	1624-25	1624-25
1621-22	1624-25	1624-25
1623-24	1624-25	1624-25
1625-26	1624-25	1624-25

ALUMINIUM ALLOY (\$ per tonne)

	Close	Previous
1450-55	1470-75	1470-75
1455-60	1470-75	1470-75
1460-65	1470-75	1470-75
1465-70	1470-75	1470-75
1470-75	1470-75	1470-75
1475-80	1470-75	1470-75
1480-85	1470-75	1470-75
1485-90	1470-75	1470-75
1490-95	1470-75	1470-75
1495-00	1470-75	1470-75
1500-05	1470-75	1470-75
1505-10	1470-75	1470-75
1510-15	1470-75	1470-75
1515-20	1470-75	1470-75
1520-25	1470-75	1470-75

LEAD (\$ per tonne)

	Close	Previous
601-2	612-5	612-5
603-4	612-5	612-5
605-6	612-5	612-5
607-8	612-5	612-5
609-0	612-5	612-5
611-2	612-5	612-5
613-4	612-5	612-5
615-6	612-5	612-5
617-8	612-5	612-5
619-0	612-5	612-5
621-2	612-5	612-5
623-4	612-5	612-5
625-6	612-5	612-5
627-8	612-5	612-5
629-0	612-5	612-5

NICKEL (\$ per tonne)

	Close	Previous
6485-95	6570-80	6570-80
6490-00	6570-80	6570-80
6495-05	6570-80	6570-80
6500-10	6570-80	6570-80
6505-15	6570-80	6570-80
6510-20	6570-80	6570-80
6515-25	6570-80	6570-80
6520-30	6570-80	6570-80
6525-35	6570-80	6570-80
6530-40	6570-80	6570-80
6535-45	6570-80	6570-80
6540-50	6570-80	6570-80
6545-55	6570-80	6570-80
6550-60	6570-80	6570-80
6555-65	6570-80	6570-80

PRECIOUS METALS

PRECIOUS METALS continued

GOLD COMEX (100 Troy oz; \$/troy oz)

	Close	Previous
324.8	324.8	324.8
324.9	324.8	324.8
325.0	324.8	324.8
325.1	324.8	324.8
325.2	324.8	324.8
325.3	324.8	324.8
325.4	324.8	324.8
325.5	324.8	324.8
325.6	324.8	324.8
325.7	324.8	324.8
325.8	324.8	324.8
325.9	324.8	324.8
326.0	324.8	324.8
326.1	324.8	324.8
326.2	324.8	324.8

PLATINUM NYMEX (50 Troy oz; \$/troy oz)

	Close	Previous
427.5	427.5	427.5
427.6	427.5	427.5
427.7	427.5	427.5
427.8	427.5	427.5
427.9	427.5	427.5
428.0	427.5	427.5
428.1	427.5	427.5
428.2	427.5	427.5
428.3	427.5	427.5
428.4	427.5	427.5
428.5	427.5	427.5
428.6	427.5	427.5
428.7	427.5	427.5
428.8	427.5	427.5
428.9	427.5	427.5

PALLADIUM NYMEX (100 Troy oz; \$/troy oz)

	Close	Previous
224.0	224.0	224.0
224.1	224.0	224.0
224.2	224.0	224.0
224.3	224.0	224.0
224.4	224.0	224.0
224.5	224.0	224.0
224.6	224.0	224.0
224.7	224.0	224.0
224.8	224.0	224.0
224.9	224.0	224.0
225.0	224.0	224.0
225.1	224.0	224.0
225.2	224.0	224.0
225.3	224.0	224.0
225.4	224.0	224.0

CRUDE OIL NYMEX (1,000 barrels; \$/barrel)

	Close	Previous
20.54	20.54	20.54
20.55	20.54	20.54
20.56	20.54	20.54
20.57	20.54	20.54
20.58	20.54	20.54
20.59	20.54	20.54
20.60	20.54	20.54
20.61	20.54	20.54
20.62	20.54	20.54
20.63	20.54	20.54
20.64	20.54	20.54
20.65	20.54	20.54
20.66	20.54	20.54
20.67	20.54	20.54

CRUDE OIL ICE (5,000 barrels; \$/barrel)

	Close	Previous
19.79	19.79	19.79
19.80	19.79	19.79
19.81	19.79	19.79
19.82	19.79	19.79
19.83	19.79	19.79
19.84	19.79	19.79
19.85	19.79	19.79
19.86	19.79	19.79
19.87	19.79	19.79
19.88	19.79	19.79
19.89	19.79	19.79
19.90	19.79	19.79
19.91	19.79	19.79
19.92	19.79	19.79
19.93	19.79	19.79

HEATING OIL NYMEX (42,000 US gal; \$/US gal)

	Close	Previous
19.79	19.79	19.79
19.80	19.79	19.79
19.81	19.79	19.79
19.82	19.79	19.79
19.83	19.79	19.79
19.84	19.79	19.79
19.85	19.79	19.79
19.86	19.79	19.79
19.87	19.79	19.79
19.88	19.79	19.79
19.89	19.79	19.79
19.90	19.79	19.79
19.91	19.79	19.79
19.92	19.79	19.79
19.93	19.79	19.79

GAS OIL ICE (5,000 barrels; \$/barrel)

	Close	Previous
19.79	19.79	19.79
19.80	19.79	19.79
19.81	19.79	19.79
19.82	19.79	19.79
19.83	19.79	19.79
19.84	19.79	19.79
19.85	19.79	19.79
19.86	19.79	19.79
19.87	19.79	19.79
19.88	19.79	19.79
19.89	19.79	19.79
19.90	19.79	19.79
19.91	19.79	19.79
19.92	19.79	19.79
19.93	19.79	19.79

NATURAL GAS NYMEX (10,000 MMBtu; \$/MMBtu)

	Close	Previous
3.210	3.210	3.210
3.211	3.210	3.210
3.212	3.210	3.210
3.213	3.210	3.210
3.214	3.210	3.210
3.215	3.210	3.210
3.216	3.210	3.210
3.217	3.210	3.210
3.218	3.210	3.210
3.219	3.210	3.210
3.220	3.210	3.210
3.221	3.210	3.210
3.222	3.210	3.210
3.223	3.210	3.210

UNLEADED GASOLINE NYMEX (42,000 US gal; \$/US gal)

	Close	Previous
59.30	59.30	59.30
59.31	59.30	59.30
59.32	59.30	59.30
59.33	59.30	59.30
59.34	59.30	59.30
59.35	59.30	59.30
59.36	59.30	59.30
59.37	59.30	59.30
59.38	59.30	59.30
59.39	59.30	59.30
59.40	59.30	59.30
59.41	59.30	59.30
59.42	59.30	59.30
59.43	59.30	59.30

GRAINS AND OIL SEEDS

WHEAT LIFFE (100 tonnes; \$/tonne)

	Close	Previous
85.55	85.55	85.55
85.56	85.55	85.55
85.57	85.55	85.55
85.58	85.55	85.55
85.59	85.55	85.55
85.60	85.55	85.55
85.61	85.55	85.55
85.62	85.55	85.55
85.63	85.55	85.55
85.64	85.55	85.55
85.65	85.55	85.55
85.66	85.55	85.55
85.67	85.55	85.55
85.68	85.55	85.55

WHEAT COT (5,000bu mtr; cents/bu)

Total	37,019,173.41				
■ PLATINUM NYMEX (50 Troy oz.; \$/troy oz.)					
Oct	427.5	-10.4	435.5	430.0	10 15
Jan	428.5	-10.4	441.0	426.0	1,088 13,11
Apr	424.5	-10.4	426.8	426.0	6 90
Jul	421.0	-10.4	427.5	427.5	11 2

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (44 171) 873 4378 for more details.

هكذا من العمل

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (444 171) 573 4378 for more details.

ALCOHOLIC BEVERAGES

BANKS, RETAIL

BREWERIES, PUBS & REST

BUILDING & CONSTRUCTION

BUILDING MATS. & MERCHANTS

CHEMICALS

CHEMICALS - Cont.

DISTRIBUTORS

DIVERSIFIED INDUSTRIALS

ELECTRICITY

Year	Number of cases	Rate per 100,000
1990	1,000	1.0
1991	1,100	1.1
1992	1,200	1.2
1993	1,300	1.3
1994	1,400	1.4
1995	1,500	1.5
1996	1,600	1.6
1997	1,700	1.7
1998	1,800	1.8
1999	1,900	1.9
2000	2,000	2.0
2001	2,100	2.1
2002	2,200	2.2
2003	2,300	2.3
2004	2,400	2.4
2005	2,500	2.5
2006	2,600	2.6
2007	2,700	2.7
2008	2,800	2.8
2009	2,900	2.9
2010	3,000	3.0
2011	3,100	3.1
2012	3,200	3.2
2013	3,300	3.3
2014	3,400	3.4
2015	3,500	3.5
2016	3,600	3.6
2017	3,700	3.7
2018	3,800	3.8
2019	3,900	3.9
2020	4,000	4.0

ENGINEERING - Cont.**EXTRACTIVE INDUSTRIES - Cont.**

Model	Mean	SE	+SE
-------	------	----	-----

GAS DISTRIBUTION

INVESTMENT TRUSTS

INVESTMENT TRUSTS - Cont.

INV TRUSTS SPLIT CAPITAL

montevetro

112 Battersea Church Road,
London SW11.

Prices from £400,000.

0171 801 0200



TAYLOR WOODROW

A New Development by
Taylor Woodrow
Capital Developments Limited

ENGINEERING, VEHICLES

HEALTH CARE - Cont.

HOUSEHOLD GOODS

INSURANCE

[illegible]

هكذا من العمل

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE			ASIA			AFRICA			OCEANIA		
Country	Index	Change	Country	Index	Change	Country	Index	Change	Country	Index	Change
Austria	3,915.10	+1.20	China	1,000.00	-0.10	South Africa	10,000.00	+0.50	Japan	15,000.00	+0.20
Belgium	3,450.00	+0.50	Hong Kong	1,200.00	+0.10	Kenya	5,000.00	+0.10	New Zealand	10,000.00	+0.10
France	3,500.00	+0.50	India	1,500.00	+0.10	Malawi	5,000.00	+0.10	Philippines	10,000.00	+0.10
Germany	3,500.00	+0.50	Indonesia	1,000.00	+0.10	Mali	5,000.00	+0.10	Singapore	10,000.00	+0.10
Greece	3,500.00	+0.50	Malaysia	1,000.00	+0.10	Mozambique	5,000.00	+0.10	Taiwan	10,000.00	+0.10
Ireland	3,500.00	+0.50	Thailand	1,000.00	+0.10	Nigeria	5,000.00	+0.10	UK	10,000.00	+0.10
Italy	3,500.00	+0.50	Turkey	1,000.00	+0.10	Rwanda	5,000.00	+0.10	USA	10,000.00	+0.10
Netherlands	3,500.00	+0.50	USA	10,000.00	+0.10	Senegal	5,000.00	+0.10			
Portugal	3,500.00	+0.50									
Spain	3,500.00	+0.50									
Sweden	3,500.00	+0.50									
Switzerland	3,500.00	+0.50									
UK	3,500.00	+0.50									
USA	3,500.00	+0.50									

Rockwell investors have seen sales and earnings growth in our electronics businesses of 21% and 30%, respectively, over the last five years.




















































Rockwell

<http://www.rockwell.com>

FT/SP ACTUARIES WORLD INDICES			Energy markets			Commodity markets		
Index	Change	Value	Oil	Change	Value	Gold	Change	Value
US	+0.10	10,000.00	Oil	+0.50	10,000.00	Gold	+0.10	10,000.00
UK	+0.10	10,000.00	Natural Gas	+0.10	10,000.00	Silver	+0.10	10,000.00
Germany	+0.10	10,000.00	Coal	+0.10	10,000.00	Palladium	+0.10	10,000.00
France	+0.10	10,000.00	Iron Ore	+0.10	10,000.00	Platinum	+0.10	10,000.00
Italy	+0.10	10,000.00	Copper	+0.10	10,000.00	Rhodium	+0.10	10,000.00
Spain	+0.10	10,000.00	Aluminum	+0.10	10,000.00			
Japan	+0.10	10,000.00						
South Korea	+0.10	10,000.00						
Taiwan	+0.10	10,000.00						
Hong Kong	+0.10	10,000.00						
Singapore	+0.10	10,000.00						
Philippines	+0.10	10,000.00						
Malaysia	+0.10	10,000.00						
Thailand	+0.10	10,000.00						
Indonesia	+0.10	10,000.00						
India	+0.10	10,000.00						
China	+0.10	10,000.00						
South Africa	+0.10	10,000.00						
Kenya	+0.10	10,000.00						
Malawi	+0.10	10,000.00						
Mali	+0.10	10,000.00						
Mozambique	+0.10	10,000.00						
Nigeria	+0.10	10,000.00						
Rwanda	+0.10	10,000.00						
Senegal	+0.10	10,000.00						
USA	+0.10	10,000.00						

Copyright, FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's. All rights reserved. "FTSE" and "S&P" are registered trademarks of The Financial Times Limited and Standard & Poor's. All other trademarks are the property of their respective owners.

NEW YORK STOCK EXCHANGE PRICES

<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy of the FINANCIAL TIMES. No FT, no contact. </p>	<p> Be our guest.  When you stay with us in BRUSSELS, stay in touch with your complimentary copy</p>
--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	---

\$ FT Free Annual Reports Service
You can obtain the current annual reports and if available quarterly reports of any companies on the US exchanges with a \$ request. To order reports ring (International Access) 1-800-320-8087 or give the names of the companies whose reports you want and fax your request to (International Access) 1-800-320-8125. Reports will be sent the next working day, subject to availability. You can also order online at <http://www.kbrr.com/cgi-bin/rl>

Be our guest.

CONRAD
#21111

When you stay with us
in **BRUSSELS**
stay in touch -
with your complimentary copy of the
FINANCIAL TIMES
No FT, no comment.

هكذا من الأهل

GLOBAL EQUITY MARKETS

US INDICES

Index	Oct 16	Oct 15	Oct 14	1997	1996	1995	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	963	962	961	960	959	958	957	956	955	954	953	952	951	950	949	948	947	946	945	944	943	942	941	940	939	938	937	936	935	934	933	932	931	930	929	928	927	926	925	924	923	922	921	920	919	918	917	916	915	914	913	912	911	910	909	908	907	906	905	904	903	902	901	900	899	898	897	896	895	894	893	892	891	890	889	888	887	886	885	884	883	882	881	880	879	878	877	876	875	874	873	872	871	870	869	868	867	866	865	864	863	862	861	860	859	858	857	856	855	854	853	852	851	850	849	848	847	846	845	844	843	842	841	840	839	838	837	836	835	834	833	832	831	830	829	828	827	826	825	824	823	822	821	820	819	818	817	816	815	814	813	812	811	810	809	808	807	806	805	804	803	802	801	800	799	798	797	796	795	794	793	792	791	790	789	788	787	786	785	784	783	782	781	780	779	778	777	776	775	774	773	772	771	770	769	768	767	766	765	764	763	762	761	760	759	758	757	756	755	754	753	752	751	750	749	748	747	746	745	744	743	742	741	740	739	738	737	736	735	734	733	732	731	730	729	728	727	726	725	724	723	722	721	720	719	718	717	716	715	714	713	712	711	710	709	708	707	706	705	704	703	702	701	700	699	698	697	696	695	694	693	692	691	690	689	688	687	686	685	684	683	682	681	680	679	678	677	676	675	674	673	672	671	670	669	668	667	666	665	664	663	662	661	660	659	658	657	656	655	654	653	652	651	650	649	648	647	646	645	644	643	642	641	640	639	638	637	636	635	634	633	632	631	630	629	628	627	626	625	624	623	622	621	620	619	618	617	616	615	614	613	612	611	610	609	608	607
-------	--------	--------	--------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Korea takes its turn in the firing line

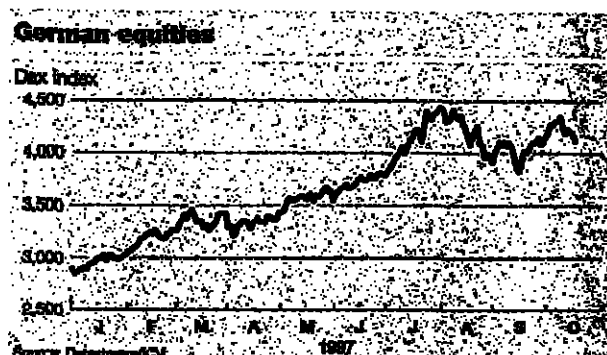
WORLD OVERVIEW

The Asian stock markets seem to be taking it in turns to get in the firing line of investor pessimism, writes Philip Coggan. After the turmoil in the four Asian countries - Indonesia, Malaysia, the Philippines and Thailand - that dominated the summer, investors have turned against Hong Kong over the last week.

Yesterday, however, attention turned to Korea, where worries about the threat of corporate bankruptcies have snowballed, sending the composite index down 4.2 per cent to its lowest level for five years.

Korea has suffered a classic liquidity squeeze as banks, nervous about their exposure to a weakened corporate sector, have cut back on loans. Two more industrial groups filed for bankruptcy protection on Wednesday.

The government's attempts to restore confidence, including the lifting of the ceiling on foreign investments to 26 per cent, have not yet been effective. But Geoffrey Dennis, global emerging markets strategist at HSBC James Capel, is optimistic, arguing that Korea has not suffered from the same currency problems as the south-east Asian



countries. "As long as they hold the line on the currency, Korea looks cheap on a valuation basis."

Asian markets will face another test of confidence today as Malaysia unveils its budget. Comments from the Malaysian prime minister about the need to restrict currency trading have been badly received by the markets in recent weeks.

European markets were nervous in the morning ahead of the US consumer price index for September. The last two bits of US economic data - producer prices and retail sales - had revived interest rate fears.

In the event, the consumer prices numbers showed a 0.2 per cent monthly increase, slightly down on the 0.3 per cent consensus forecast, bringing instant relief to the Treasury bond and equity futures markets.

The Dow Jones Industrial Average opened strongly but drifted back as the European afternoon wore on. Nevertheless, most continental bourses closed off their worst levels.

Edmond Warner, head of global research at NatWest Markets, is enthusiastic about the prospects for European corporate earnings given the restructuring process, highlighted by this week's wave of mergers. He thinks Germany is probably the most attractive market at the moment.

The DAX yesterday fell 1.8 per cent in official trading but had recovered to be only down 0.45 per cent in post-bourse dealings. The weak dollar weighed on German share prices, which are still 6.5 per cent below their end-July peak.

London market, Page 32

Early rally in Dow runs out of steam

AMERICAS

A morning rally on Wall Street proved short-lived as a bearish tone swept through technology shares and blue chips in early afternoon trading, writes John Labadie in New York.

By 1pm, major stock indices were lower as a shakeout for Sears and Merck sent the Dow Jones Industrial Average 20.88 lower to 8,037.35.

Sears fell more than 7 per cent to \$50.4 after a warning about fourth-quarter results. Merck, the drugs leader, fell \$4.4 at \$97.7 as the company warned of competitive pressures in the cholesterol-lowering market.

Other Dow stocks were mixed. Allied Signal rose \$1.4 at \$45 after announcing the completion of a chemical company acquisition. Coca-Cola rose \$1 at \$50.4 as the beverage leader reported a 10 per cent rise in third-quarter operating earnings. The Standard & Poor's 500 index moved up by less than one point to 965.53.

"Some people are a little jittery," said Bill Meehan, chief market analyst at Cantor Fitzgerald. "Volume has been light, leading me to expect there is not extensive selling pressure out there."

Among the more visible casualties was Compaq Computer, which lost \$2.4 at \$74.4 in spite of a forecast of strong fourth-quarter results from the company.

A morning release of a 0.2 per cent rise in the consumer price index for September sent bond prices sharply higher. The benchmark long bond rose 1/8, sending the yield down to

6.344 per cent. Low inflation news pushed up banking stocks and the Dow by more than 50 points at one stage before the index tumbled into negative territory.

Lin Television soared nearly 9 per cent to \$50.4 on the announcement of a counter-bid for the company.

The Nasdaq composite index, which is weighted in technology shares, was down 5.79 at 1,717.58. Apple Computer tumbled more than 9 per cent to \$21.0 on disappointing earnings. But an upgrade by Morgan Stanley sent shares of chip maker Altera \$1.1 higher to \$51.4.

TORONTO ignored a dull Wall Street to push higher in the wake of a solid start for the banking sector. At noon, the 300 composite index was up 29.00 at 7,157.90.

Weaker-than-expected US inflation data helped bonds to push higher and the improving interest rate background sparked good gains for banks.

Royal Bank of Canada added 45 cents to C\$70.85 and Toronto-Dominion improved 40 cents to C\$48.90.

Among techs, Newbridge Networks gained 90 cents to C\$90.30 and Northern Telecom put on C\$21.5 to C\$152.30. But the real action of the morning was to be found among the smaller tech caps.

Andyne Computing jumped 85 cents to C\$10.35 on plans to merge with Hummingbird Communications which came off C\$2.75 to C\$58.25. Elsewhere, Cott Group rose C\$1.70 to C\$18.25 on talk of a 29 per cent stake in the beverage group changing hands.

Results hopes lift Mexico

Most Latin American centres moved steadily higher in relatively active morning trade, notably Mexico where enthusiasm for the upcoming results season underpinned sentiment.

MEXICO CITY rose as money market rates eased following the solid start for the US bond market. There was also upbeat talk among brokers ahead of the third-quarter results season.

Telmex was in the thick of the results speculation, adding 47 centavos to 20.25 pesos on the theory that

increases in local telephone rates will be reflected in strong third-quarter figures. At mid-session, the IPC index was up 32.82 at 5,378.0.

SANTIAGO moved ahead by 0.74 to 123.07 on the IPSA index at mid-session. Power stocks rallied strongly with Enersis jumping 2.50 pesos to 281.0 pesos on the news that it is to restructure the deal linking the group with Endesa of Spain.

Telex surged 20 pesos to 1,070 pesos on talk of a buyer in the market for a big stake in the group.

Takeover talk enlivens Paris

EUROPE

Bank takeover talk enlivened a dull day in PARIS where Paribas pushed ahead strongly on the theory that it was set to link with BNP or sell its controlling stake in CCF.

Paribas jumped FF14.30 to FF470 in good volume of 1.3m shares for a two-day advance of 7 per cent. BNP touched a session high of FF314 before closing all square at FF311. CCF added FF3 at FF374.30. Bancaire ran up against profit-taking, slipping FF1 to FF796.

French financials have been flitting with speculation about further corporate activity in recent weeks since the competing bids for Worms from Artemis and the Ili-AGF consortium sparked an offer for AGF from Generali of Italy.

Banks have been among the more notable performers. Paribas, which yesterday was being tipped as a possible "white knight" contender

for AGF, has risen 13 per cent since the start of September. The talk was that Paribas would move in conjunction with Société Générale, which has a 6 per cent stake in AGF. SocGen added FF4 to FF913.

SGS Thompson fell FF46 or 9.4 per cent to FF468 after broker earnings downgrades in the wake of the recent results. Goldman Sachs took the shares off its recommended list.

Cap Gemini shot up FF34 to 7.5 per cent to FF469 after a group of major banks adopted one of its payments systems. The CAC 40 index closed up 0.71 at 2,922.57.

FRANKFURT picked up from the day's lows in late electronic trade although dollar weakness cast a shadow over the market. The Ibis-Indicated Dax index finished 18.70 weaker at 4,149.92 up from a low of 4,114.06. The weak dollar made for active trade in BASF, down 44 pfgr at

FTSE Actuaries Share Index

October 16	Oct	Day's	change	Ytd	% chg	Total
Index	Index	Index	Index	Index	Index	Index
FTSE 100	2787.1	-1.9	-1.25	2.25	0.00	594.12
FTSE 250	2288.52	-0.71	-16.45	-	-	-
FTSE 350	282.50	+0.12	+1.14	3.08	0.00	951.47
300 UK	278.58	-0.35	-3.37	1.77	0.00	980.54
300 Europe	289.79	-0.44	-4.25	1.57	0.00	972.23
300 US	287.58	-0.01	-0.14	2.44	0.00	955.05
FTSE 350 Economic Groups						
Resources	1022.44	-0.11	-1.05	2.69	0.00	1014.73
General Industries	594.56	-0.45	-4.51	1.55	0.00	955.32
Consumer Goods	562.24	-0.03	-0.29	1.26	0.00	945.25
Services	577.59	-0.55	-5.61	2.25	0.00	952.10
Utilities	573.75	+0.59	+5.72	3.13	0.00	975.31
Financials	585.47	-0.23	-2.32	2.25	0.00	922.28

DM50.86 and Bayer, which lost DM1.80 to DM55.50.

Deutsche Babcock, the engineering group, retraced Wednesday's surge with a DM8.75 pull-back to DM115.25. Construction group Philipp Holzmann said that talks between the two companies on more intensive co-operation in energy and environmental technology had still reached no conclusion.

AMSTERDAM drifted 11.82 lower to 912.01 on the AEX index. Financials were dull with ABN Amro dipping 90 cents to F139.80 and PolyGram, the entertainment offshoot of Philips, falling F11.70 or 3.5 per cent to F119.70 ahead of next week's results statement.

KLM slipped 20 cents to F170.60 with worries about lost revenue as a result of flight restrictions at Amsterdam's Schiphol airport overriding the strong earnings for the airline industry emerging from the US.

ZURICH posted marginal losses as the easier dollar made for hesitant trade. The SMI index eased 9.1 to 5,806.8. Financials were again in the limelight after insurer Zurich gave details on its planned merger with BAT's financial arm. Zurich stock fell SF14 to SF612.

Surveillance, the world's leading testing and inspection company, jumped SF80 to SF2,905 on news that the group planned to buy back and cancel up to 15 per cent of its share capital over the next two years.

Activity in cyclical was dominated by Oerlikon-Bührle, which saw a large institutional buy order, reportedly from BZ Bank. The shares rose SF4 to SF195.

MILAN had an uninspiring day with the Mibtel index closing down 7 at 15,961. Financials were the notable movers with Generali falling L172 to L39,893 on news that AGF of France had rejected

its bid. Banca Popolare di Milano picked up L693 at L10,186 after it set a bullish return on equity target.

Trading was enlivened by the debut of Erg, whose shares were suspended at the opening because the L8,000 indicative price far exceeded the 10 per cent exchange limit on gains or declines. The petrol refiner had been heavily oversubscribed at the offer price of L6,000. Dealings later started at L7,700 after the exchange widened Erg's trading bands to 30 per cent, settling later at L7,291.

MADRID struggled into positive territory, helped by a strong recovery in Telefonica, which surged 1.8 per cent as analysts welcomed GTE's bid for MCI as positive

Written and edited by Michael Morgan, Jeffrey Brown, Jonathan Ford and Peter Hall.

SOUTH AFRICA

Johannesburg equities rose to a five-week high on futures-led buying plus a good day for the bond market, where reviving hopes for an interest rate cut sent yields lower.

The all-share index gained 32.9 to 7,335.3 following a strong performance among industrials. The industrials index closed 77.5 higher at 8,885.0. Golds also gained, rising 18.1 to 1,043.3 on the better bullion price.

EMERGING MARKET FOCUS

Beyond Asia's currency crisis

Exchange rate regimes and currency levels, and their impact on current account deficits, remain the key issues facing investors in emerging markets in the wake of the Asian currency crisis.

At the same time, investors are looking ever more closely at market infrastructure issues and macro issues such as tax, legal and regulatory matters. According to a survey by Kleinman International, the Washington-based consultants on emerging markets, this is particularly so in the newer markets of central Europe, central Asia and Africa.

Shareholder rights and corporate governance are also of increasing concern, as are the safety and efficiency of clearing, registration and custody once the foreign exchange test is passed.

In a review of the Asian markets, Elizabeth Morrissey, managing partner at Kleinman, says that some of the steps taken to deal with the immediate aftermath of the currency crisis may have seemed necessary to Asian leaders.

The measures included the imposition of foreign exchange limits in Indonesia, the effective banning of short selling in Malaysia and a new two-tier exchange rate structure in Thailand. But, says Ms Morrissey, in recent years, Asian market liberalisation has lagged behind other emerging regions as leaders grappled with fears over the impact of huge foreign capital flows.

In the past, international investors largely respected restrictions imposed, and the reasoning behind them. But this time, investors are most likely to remember the ease with which Asian governments shut off access to their markets, compounded by accusations of racism beyond the bounds of normal political rhetoric.



Latin America has seen solid performance since the first nine months of the year.

However, concerns about the impact on corporate and economic performance of the El Niño phenomenon - where unusually high sea temperatures in the south Pacific lead to climate changes around the globe - is expected to result in downturns, especially in Peru, Colombia and Ecuador whose economies are heavily dependent on the agricultural sector.

ING Barings, meanwhile, expects the prospect of a stable US market, and the influence of the Asian crisis, to continue to cloud the near-term outlook for emerging markets. It sees the timing of a re-entry strategy into Asia as the key question facing asset allocators, but cautions that it is still premature to expect a sustained bounce in the region.

Nonetheless, the investment bank is overweight in Korea and Taiwan while it has upgraded the Latin America region to overweight for the fourth quarter, from neutral in the third. It maintains overweight recommendations for Mexico, Brazil and Venezuela, is neutral on Chile and Peru, and underweight on Argentina and Colombia.

Michael Morgan

Pension funds push Tokyo higher

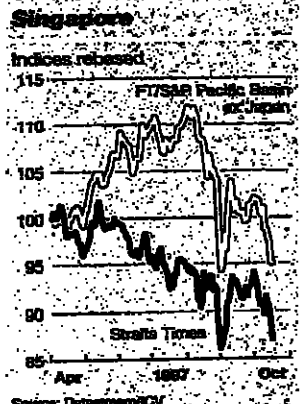
ASIA PACIFIC

Talk of government tax moves sparked a wave of buying by public pension funds and TOKYO jumped 2.2 per cent, writes Gwen Robinson. The Nikkei 225 average ended 376.13 higher at 17,707.49 after trading between 17,184.32 and 17,763.74.

Share prices rallied in late morning on reports that a senior member of the ruling Liberal Democratic party had called for the reinstatement of tax rebates worth ¥2,000bn. The rebates were suspended earlier this year.

Public funds moved in to buy a wide range of sectors, including leading exporters, banks and retailers. There was some hesitation ahead of Monday's expected announcement of a government economic package, but traders said the upswing was a possible signal that the market had bottomed out.

Volume eased to 389m shares from 412m. Advances outstripped declines 861 to 239. The Topix index of all first-section stocks rose 23.82 to 1,369.19 and the capital-weighted Nikkei 300 was up 4.58 at 271.92.



In London, the ISE-Nikkei index fell 0.61 to 1,621.83.

Among a handful of issues to hit record highs, Tokyo Electron gained ¥360 to ¥8,870, NTT Data ¥140,000 to ¥8,44m and Takeda Chemical Industries ¥140 to ¥3,850.

Banks surged almost across the board. Bank of Tokyo-Mitsubishi, the day's most active issue, gained ¥40 to ¥1,900 and Sakura Bank ¥18 to ¥570. High-tech issues rallied after recent declines. Advantest rose ¥500 to ¥13,400 and TDK ¥200 to ¥11,400.

In Osaka, the OSE average jumped 355.79 to 18,182.29.

volume rising to 18m shares. SINGAPORE sank 2.7 per cent on renewed pessimism over the outlook for the economy. The Straits Times Industrial index lost 50.79 to 1,804.24.

Cycle & Carriage fell 60 cents to S\$7.60, with analysts noting that the company, which has extensive exposure to Malaysia, was hit by the possibility of higher luxury car taxes in today's Malaysian budget.

SEOUL fell to new lows as investors continued to fret about the financial health of the corporate sector. The composite index came off 25.49 or 4.2 per cent to 579.25, its lowest closing level since October, 1992.

Investor sentiment was chilled by a recent string of corporate troubles and fears that there may be more to come. Three stocks were suspended on the Seoul exchange on Tuesday on bankruptcy rumours.

One of the three, Taell Media, resumed trading today and fell Won590 to its limit low of Won1,800. Another company rumoured to be in trouble, Jindo Industries, lost Won500 to Won5,820. Ssangyong Motor

fell Won410 to its limit low of Won4,810 after Daimler Benz said there was little chance it would raise its 2.4 per cent stake.

TAIPEI fell through the 8,000 support level as currency concerns and uncertainty ahead of this month's US-China summit continued to undermine sentiment. The composite index shed 264.59 to 7,997.81 on turnover of T\$108bn for a two-day decline of 5.2 per cent.

Electronics, unsettled by the recent warning about tough trading from US giant Intel, led the way down with a sector decline of 5.3 per cent. Taiwan Semiconductor lost T\$7 to T\$145. Acer, which downgraded its earnings targets for this year, tumbled by the daily 7 per cent limit to T\$49.8.

HONG KONG closed with solid gains. The Hang Seng index, down 6.2 per cent over the first three days of the week, recouped 183.02 or 1.4 per cent to close at 13,567.25. Demand also revived for red chips and H shares. The Hang Seng Chinese Enterprises index rose 4.3 per cent while the red chip index rebounded to close 5.6 per cent higher.

Protecting information about your identity and your orders is essential if you are interested in low transaction costs and high performance.

As a neutral agent, Instinet gives you direct and immediate access to the heart of the markets while protecting all information that might impact the quality of your executions.

Access to SETS will be available from your desktop from 20th October.

Instinet is the world's largest agency broker.

INSTINET

US

Paris

...the world's largest agency broker...

Evaluate

...the world's largest agency broker...

مكتبة الأمل

CREDIT AND RISK DIRECTOR

PARIS

COMPETITIVE PACKAGE

Our client is one of the world's leading providers of specialised and structured finance to business. They have established a global network of niche market outlets to serve the needs of their clients, including leasing. As one of their largest European structures they are continuing to achieve higher than average growth by both organic and acquisition means.

The French subsidiary is now looking to recruit a strategic Credit and Risk director to help facilitate the continued growth of the business. As part of the senior management team you will be responsible for providing leadership to an established credit and collections team, and to develop risk management methodologies across the organisation. The role will focus on the following key areas:

- the creation of credit and risk policies, procedures and philosophies

- the identification and management of operational and new product risks, by supporting other functions and developing suitable tracking models and procedures
- leading the risk aspects of in country due diligences, acquisitions, new collateral and other new opportunities
- the management, development and motivation of team members
- working with the sales and marketing teams to assist in the structuring of specific transactions

Suitable candidates will have worked within credit and risk management for a minimum of four years and will have a dynamic hands on approach to business, combined with the following skills/experiences:

- a degree level education, possibly with a professional qualification or a Masters degree

- a strong team player with excellent communication and presentation skills, capable of interacting with all internal and external counter parties
- an ability to develop, organise and analyse information and create risk models for all aspects of the business
- fluent in English and French

If you are interested in this exceptional opportunity and feel that you have the necessary skills to offer the organisation, you should contact Colin Gibb, on telephone (44) 171 915 8845 for an initial discussion, or fax (44) 171 915 8714 or send a detailed Curriculum Vitae stating current remuneration to Robert Walters Associates, 10 Bedford Street, London WC2E 9HE.

Email: colin.gibb@robertwalters.com

ROBERT WALTERS ASSOCIATES

<http://www.robertwalters.com>

LONDON WINDSOR AMSTERDAM BRUSSELS NEW YORK HONG KONG SYDNEY WELLINGTON AUCKLAND

YOUR NEXT CAREER MOVE IS WITH THE MARKET LEADER WARRANTS/DERIVATIVES - MIDDLE OFFICE OPPORTUNITIES

LONDON

& COMPETITIVE

With over 3,000 offices located across 98 countries and more than 95,000 employees across the world, Citibank is more than just one of America's largest banks - it is a major international corporation.

Citibank is recognised as the number one warrants house in the world. We are an aggressively growing international business transitioning from a European to Global base.

The cornerstone of our success is the people who work here. We pride ourselves on recruiting the highest quality individuals and providing them with unsurpassed development opportunities within our global reach.

An exciting range of middle office opportunities exist within a growing business area covering a broad range of products including equity, bond and foreign exchange derivatives. We are seeking individuals for Junior Analyst to Senior Management positions who will thrive in a meritocratic and dynamic working environment, as enthusiastic members of the teams that make Citibank the global force it is today.

The roles require numerate graduates with a sound accounting or financial background or part qualified accountants.

More in depth experience of financial derivative market products and their

accounting is sought for the Senior Management opportunities.

Candidates motivated to join Citibank and contribute to our continuing global success, can contact Charles Davenport or Malcolm Burden at Robert Walters Associates, 10 Bedford Street, London WC2E 9HE enclosing a detailed Curriculum Vitae, stating current salary, or telephone on 0171 379 3333 (fax 0171 915 8714). E-mail: charles.davenport@robertwalters.com or malcolm.burden@robertwalters.com

Web: <http://www.robertwalters.com>

All applicants will be treated in the strictest confidence.

ROBERT WALTERS ASSOCIATES

CITIBANK

Citibank is an equal opportunity employer

LONDON WINDSOR AMSTERDAM BRUSSELS NEW YORK HONG KONG SYDNEY WELLINGTON AUCKLAND



Banco Europeu de Investimento
Uma carreira no coração da Europa

O BEI, a instituição financeira da União Europeia, pretende recrutar para a sua Direcção de Assuntos Jurídicos no Luxemburgo, um(a)

Jurista

numa base de contrato a prazo ou de duração indeterminada

Funções: No enquadramento de uma equipa internacional, terá a seu cargo a elaboração de estudos jurídicos, o exame dos aspectos jurídicos das operações de financiamento, a preparação de documentos contratuais em ligação com outros departamentos do Banco e os contactos com os promotores dos projectos em cujo financiamento o BEI participa.

Habilitações: Formação jurídica portuguesa em direito privado (nível de mestrado), com especialização em direito bancário, direito comercial e direito económico. Experiência profissional de vários anos nos serviços jurídicos de uma instituição financeira ou equivalente, ou num escritório especializado em contratos comerciais e financeiros.

Línguas: Língua materna portuguesa. Conhecimento perfeito do Inglês ou do Francês e bons conhecimentos da outra língua.

O BEI oferece boas condições de emprego e de remuneração e numerosas regalias sociais. As candidaturas femininas serão bem-vindas.

Os interessados, que devem ter a nacionalidade de um dos Estados-membros da União Europeia, devem mandar um curriculum vitae acompanhado de uma carta e uma fotografia, com a indicação da referência adequada ao:

BANCO EUROPEU DE INVESTIMENTO, DIVISÃO DE RECRUTAMENTO,
Ref. JUA 9701, L-2950 LUXEMBURGO. Fax: + 352 4379 2545
(<http://www.eib.org>)

Será garantida a máxima confidencialidade; a documentação enviada não será devolvida.



European Investment Bank
A career in the heart of Europe

The EIB, the financing institution of the European Union, is currently seeking for its Planning and Operational Support Department in Luxembourg, a (m/f)

Supervisor - Derivatives Back Office

Duties: Working within the context of borrowings and derivatives management and answerable to the Head of the Validation Section, he/she will in particular: ☐ verify and validate new borrowings, especially structured operations and associated derivatives transactions; ☐ provide analytical input for particularly complex operations; ☐ check data reliability within the Borrowings/Derivatives Database; ☐ monitor hedging operations together with the Derivatives Monitoring Section of the Borrowings Servicing Unit (BSU); ☐ assist with derivatives documentation; ☐ process data and produce analytical and verification statements; ☐ stand in, where necessary, for other colleagues in the BSU.

Qualifications: ☐ university degree; ☐ several years' track record in a similar post within a bank active in the derivatives sector. Back office experience essential.

Additional requirements: ☐ thorough knowledge of derivatives and intricacies of associated contracts; ☐ sound grasp of financial mathematics; ☐ sense of initiative in addition to a methodical approach combining analytical skills with ability to draft concisely; ☐ effective team-worker also able to entertain good relations with third parties; ☐ familiarity with standard EDP tools, particularly Excel and Business Object.

Languages: Very good command of English and French; knowledge of a third Community language would be an advantage.

The Bank offers attractive terms of employment and salary with a wide range of welfare benefits. Applications from women would be particularly welcome.

Applicants, who must be nationals of a Member Country of the European Union, are invited to send their curriculum vitae in English or French together with a photograph, quoting the appropriate reference, to:

EUROPEAN INVESTMENT BANK, Recruitment Division, (Ref.: FIA 9710)
L-2950 LUXEMBOURG. Fax: + 352 4379 2545.

Applications will be treated in the strictest confidence and will not be returned. General information on the EIB can be found on the Internet (<http://www.eib.org>).

Compliance Manager - Investment Services

Develop an Effective Compliance Culture.
To £60,000 Tax Free + Substantial Benefits
Based Jeddah - Saudi Arabia

The National Commercial Bank is one of the largest banks in the Middle East. It has a network of over 200 branches and is the leading unit trust manager in Saudi Arabia. The Bank is continuing to expand its successful investment services business including adding new products and services and implementing new systems.

As part of this development, the Bank is expanding the unit trust compliance function and now requires a Compliance Manager who will be integral to its evolution.

Reporting to the Head of Investment Services, this role will entail a number of key objectives:

- Research and identify all relevant regulations and upgrade manuals, procedures and best industry practice.
- Nurture an ongoing relationship with regulatory bodies.
- Develop and implement a day to day compliance plan.
- Maintain an effective reporting framework.
- Assess all new products for compliance and inform management of all industry developments.

The Compliance Manager will play a vital role in developing a strong compliance culture within the Investment Services

Division and the Bank in general. This will be achieved by establishing procedural and operational standards and communicating these effectively within a team orientated environment.

The successful candidate will be professionally qualified and have in-depth experience in control, audit or compliance within a unit trust or financial services environment. The personal authority to market the function and maintain relationships with a diverse group of people is essential.

The Bank is offering employment on a two year contract basis, renewable by mutual agreement. The package offered includes tax free salary, performance related bonus scheme, family accommodation, medical expenses, annual return flights and a contribution to school fees incurred in the Kingdom.

For further details please contact Tim Sandwell at Barclay Simpson Associates, Hamilton House, 1 Temple Avenue, Victoria Embankment, London EC4Y 0HA.
Telephone 0171 936 2601. Fax 0171 936 2655.
E-mail: ts@barclaysimpson.co.uk

البنك التجاري الوطني
THE NATIONAL COMMERCIAL BANK

Compliance - Private Client Services

Major US Investment Bank

Excellent Packages

City

Superb career opportunity for two talented professionals to join the European headquarters of one of the world's leading banking and securities firms.

THE POSITIONS

- Working within the Private Client Services Department which provides tailored investment management and advisory services to high net worth clients. Worldwide assets in custody exceed \$100 billion.
- Working in a team of four based on the trading floor, assisting, advising and training Sales Teams on compliance matters.
- The roles will involve reviewing portfolios, monitoring account activity, account opening and due diligence procedures.
- Reviewing, enhancing and implementing compliance procedures and technology to reflect business, product and regulatory developments.

QUALIFICATIONS

- Bright graduates with experience of the trading environment, compliance, audit and/or active surveillance gained in a leading financial institution or regulatory body.
- Knowledge of international securities and derivatives combined with an understanding of applicable international securities laws and regulations.
- Resilient, enthusiastic self-starters with excellent interpersonal skills. Team players. Rigorous organisational ability. European languages advantageous.

Please send full cv, stating salary, ref F571004, to NBS, 21-26 Garlick Hill, London EC4V 2AU
Fax 0171 489 0690 . Tel 0171 379 1070

Aberdeen • Birmingham • Bristol • Cardiff • City • Edinburgh • Glasgow

Leeds • London • Manchester • Madrid • Paris

NBS Selection

NBS

Financial Services

A BNS Resources plc company

ISO 9002 Registered

مكتبة الامم

We move the information that moves your world

adaptec

If you're enthusiastic, dynamic and READY for some international challenges...

Join OUR TEAM.

Adaptec is the market leader in PC and server bandwidth management solutions that eliminate I/O bottlenecks using high performance technologies. From simple connectivity products to intelligent subsystems, high performance SCSI, RAID and ATM products and CD-R software, Adaptec makes products that move information faster, so people can create and work more productively. Wherever people need to move digital information quickly, accurately, and reliably, you'll find an Adaptec solution. Between computers and peripherals, and across enterprise networks, Adaptec moves the information that moves your world.

Founded in 1981 and headquartered in Milpitas, Calif., Adaptec (NASDAQ:ADPT) achieved profitability in 1984, went public in 1986, and to date has achieved 51 consecutive profitable quarters. Company revenues for fiscal 1997 were \$934 million. Adaptec employs more than 3000 people worldwide in design, manufacturing, sales, service and distribution.

Adaptec's home page is <http://www.adaptec.com>.

Adaptec is rapidly expanding to meet the demands of a growing European organization. If you're ready for some challenges - busting bottlenecks and pushing speed limits - join a young, dynamic, and international team in one of the following key marketing positions based in our European Headquarters in Brussels, Belgium:

Desktop/Portable Product Marketing Manager, Europe

You will be responsible for developing marketing plans based on market and competitive analysis in order to gain market share and grow our desktop and portable product lines in Europe. You will work closely with the US product teams and with the European organization to define and implement channel, PR, trade show, sales and web-based promotions.

Responsibilities:

- Define market potential, product positioning, and target customer profiles to drive regional customer needs with Business Units in the US
- Together with Marketing Communications and Channel Marketing, define European marketing plans for the desktop and portable product lines
- Drive marketing programs and revenue plans in close cooperation with European marketing and sales
- Evangelize product line and technologies internally and to customers and press
- Build relationships with strategic business partners

Experience:

- Good knowledge of PC market and technologies
- A minimum of 5 years in program and project

management (including budget management)

- Strong written and verbal presentation and communication skills in English, and preferably another European language
- Initiative, drive, and ability to work independently

Distribution Program Managers

Adaptec is working with a two-tier distribution model throughout Europe. Working closely with major distributors and supporting our resellers, you will be responsible for planning and coordinating all co-marketing programs in order to meet the revenue goals and to develop our long-term business in the region.

- Distribution Program Manager, Northern Europe
- Distribution Program Manager, Central Europe
- Distribution Program Manager, Southern Europe

Responsibilities:

- Develop channel marketing programs for the region
- Work closely with our distributors and resellers
- Ensure that the channel marketing plan is integrated with the overall regional marketing plan
- Work and communicate closely with the regional sales office (UK, Germany or France)
- Adapt and implement overall European channel programs according to the requirements of the local markets
- Manage and control the complete Coop and MDF budgets for the region

Experience:

- Good knowledge of regional distributors and resellers (incl. VAR's, corporate resellers, retailers)
- Knowledge of the IT channel in Benelux and Scandinavia for Northern Europe, Eastern Europe for Central Europe, and Italy and Spain for Southern Europe
- A minimum of 3 years in channel marketing/account management with distributors or major resellers
- Good working knowledge of English and German, French, Italian or Spanish

If you are interested in one of the above positions, please fax or mail your application in English to: Nicholson International, Attn: Brigitta Eygelaar/Yves Storez, Avenue Louise, 304 (B8) - 1050 Bruxelles, Fax: (32) 2 647 70 30, Email: belgium@nicholsonintl.be. No calls please, only written applications with reference number (see below) will be answered.

Desktop/Portable Product Marketing Manager ABE 294
Distribution Program Manager Northern Europe ABE 295
Distribution Program Manager Central Europe ABE 296
Distribution Program Manager Southern Europe ABE 297

NICHOLSON INTERNATIONAL

Middle Office Positions in Investment Banking - Moscow

We're looking to bring together the best of both worlds.

You are a Russian national, an ambitious graduate or graduate with up to three years experience. You are fluent in English and have first-class oral and written communications skills. You also possess a good degree in a mathematical, scientific or technical subject from a top Russian or Western university. You are, quite simply, the best Russia can offer.

Our client, a major blue-chip US bank, is recognised as one of the best financial institutions in the world. They have an outstanding long-term record of success in emerging markets, including a strategic commitment to the Russian market.

In order to build up their Moscow office, we are looking for a number of individuals to fill positions in middle office, trading and credit risk management and financial regulatory. Successful candidates will spend six months training in London before returning to Moscow.

If you know you're the best, please contact, in the strictest confidence, Johnny Yorke at MorganHunt on (44) 171 409 3200 or email johnny.yorke@morganhunt.com.

MorganHunt
Executive Search

26-28 Mount Row, London W1Y 5DA
Telephone 0171 409 3200 Facsimile 0171 409 3500

EMERGING MARKETS SALES & TRADING

London based Highly attractive negotiable packages

Our client, an international securities house with a particular focus on emerging markets, is currently in the process of expanding its established sales and trading team. The house has competencies in both equity and fixed income which it seeks to consolidate through these appointments:

Fixed Income Trader Senior Equity Sales

- Experienced emerging markets Eurobond trader, ideally with 2 years' market experience of Latin America and Central Europe
- Profitable track record
- Graduate calibre
- Experienced emerging market equity sales person with 3-4 years' experience selling Latin American equities
- Established client base with scope for further development
- Good interpersonal skills essential

For further information please contact Nicky West at Anderson's (UK) Limited, Financial Recruitment Specialists, Watford Court, 29 Throgmorton Street, London EC2N 2AT. Tel: 0171-466 0666 Fax: 0171-466 0667 E-mail: nicky.west@virgin.net quoting Ref: MA423.

London Anderson's Frankfurt

AES

The AES Corporation, one of the leading private power companies in the World is intending to expand into Azerbaijan, Georgia and Armenia. We are looking for a Business Development Manager to undertake project activities in these countries. The position will initially be based in London with relocation to the region in the near future.

The successful candidate must:

- be an MBA graduate or have practical equivalent
- have experience in strategic business planning and financial projections in the above mentioned republics. Knowledge of the investment climate in the region would be beneficial
- be fluent in English, Russian and one of the ethnic languages of the Caucasus region.

A competitive salary will be offered in the range of £40000 - 50000 pa.

Please, reply to Group Manager, AES Silk Road Ltd, Bursleigh House, 17-19 Worpole Way, Richmond Surrey UK or by fax 44 181 332 1849

Passion du sport
Rigueur
International

Asie

Non plus grande victoire, c'est de mener chaque jour la confiance de nos clients sportifs, chevronnés ou occasionnels. C'est pour eux et avec eux que dans nos 167 magasins à travers le monde, nos équipes vivent l'esprit du sport. Bien sûr, chez Decathlon, il faut se donner à fond, apprendre pour progresser, mais notre métier a un sens : celui du service client.

RESPONSABLE ADMINISTRATIF ET FINANCIER

De formation supérieure en Finance/Gestion (ES, DESCF, MSc, IESG...), vous possédez une première expérience réussie de 3 à 5 ans en comptabilité et contrôle de gestion, au sein d'une entreprise industrielle et internationale de référence. Après une formation de 3 à 6 mois à nos méthodes, au sein de notre département Production de Villeneuve-d'Ascq (Nord), vous intégrerez une de nos Directions Administratives et Financières en Asie.

Vous êtes chargé de recruter, former et animer votre équipe. Vous assurez une information comptable et financière rapide et fiable, le contrôle de gestion, la trésorerie et le reporting Groupe. En relation avec les cabinets d'audit, vous veillez à l'application des lois locales.

Pour ce poste, votre dynamisme, votre esprit d'équipe allié à vos capacités managériales et votre organisation feront la différence. Une bonne pratique de l'anglais est indispensable.

Si vous avez beaucoup à partager et souhaitez exercer un métier qui vous ressemble, rejoignez-nous en envoyant lettre manuscrite + CV + photo sous ref. RFP/EF à Decathlon Production, Pascal Lecolier, 4 bd de Moris, B.P. 293, 59665 Villeneuve-d'Ascq Cedex. E-mail : Pascal.lecolier@decathlon.fr

DECATHLON

Le sport, des métiers à partager.

Standard & Poor's is the world's leading credit rating agency. The Sovereign Ratings Group, which assesses the credit standing of over seventy sovereign governments worldwide, seeks two analysts - one at the Associate Director level, one at the Research Assistant level - to work with the group in the agency's London office.

ASSOCIATE DIRECTOR

The Associate Director will assess the credit risk of sovereign governments and sovereign - supported financial institutions in the Middle East. In this high level position, responsibilities include meeting with senior officials in the public and private sectors, preparing analytical reports for internal committees/publications and contacting institutional investors. Extensive travel will be required. Candidate must possess a minimum of two years experience in sovereign risk analysis and graduate training in economics and/or public policy. Strong analytical and communication skills, a commitment to working as part of a team, and attention to detail are essential. Fluency in Arabic is required and fluency in French is a plus.

RESEARCH ASSISTANT

The Research Assistant will assess the credit risk of sovereign governments, as well as sovereign - supported and multilateral lending institutions, in a range of OECD and emerging market countries. Key responsibilities include maintaining the sovereign database and preparing analytical reports for internal committees/publications. Other aspects of the position include meeting with senior officials of various issuers, contact with individual investors, and some foreign travel. Candidates will have excellent academic credentials, including a recent BA degree in international economics and/or public policy. Strong analytical, statistical and communication skills, attention to detail, and a commitment to working as part of a team is essential to success in this position. Fluency in French and/or another European language would be a plus.

We provide a competitive salary and benefits package. For immediate consideration, please send your resume, with salary history and a writing sample to: Sovereign Ratings Group, Standard & Poor's, Garden House, 18 Finsbury Circus, London EC2M 7BP England. An Equal Opportunity Employer, M/F/D/V. Committed to a Diverse Workforce.

Standard & Poor's
A Division of The McGraw-Hill Companies

ETO ANALYST

ETO is seeking an Analyst (Licensing Administrator) to assist in research on telecommunications issues:

Responsibilities/Duties:

- to collect and compile information on telecommunications regulation;
- to maintain the ETO Web Site (including the related administrative tasks) and contribute to its evolution;
- to support the work of the licensing experts;
- to administer the One-Stop-Shopping procedure for licensing and contribute to its evolution.

Profile of the applicant:

- must be a national of one of the 43 CEPT countries;
- must have 2 years relevant working experience and university level education;
- must have proven analytical skills and writing abilities;
- must be fluent in English and have a knowledge of either German or French;
- experience with Web page development and Internet search.

The post is based in Copenhagen. The commencing salary will be in the range of DKK 282,000-324,500 per annum (tax-free) based on qualification and experience.

Applications (in English) before 21 November 1997, to the following address: ETO, Holsteinsgade 63, DK-2100 Copenhagen, Denmark. For further information, contact ETO by telephone +45 35 43 80 05, or the ETO Web Site - <http://www.eto.dk>.

ETO, the permanent office of the European Committee on Telecommunications Regulatory Affairs (ECTRA), is a centre of joint strategic thinking and advice about the main regulatory issues in telecommunications to CEPT countries.

Equity Analyst
Smaller Companies

Dresdner Kleinwort Benson is a leading global investment bank with an excellent reputation for its research product and powerful distribution capability.

There now exists an exciting opportunity to join our top rated SmallCap team. This will involve writing research, marketing and presenting ideas to clients.

You will have two to three years' experience of SmallCap analysis within a fund management or broking environment and be knowledgeable about the investment research industry. Equally, you must have good communication skills, be a team player and be well organised. You will be computer literate and either possess or be working towards the SFA, IIMR or have other accountancy based qualifications.

If you are interested in this key position, please write to Gill Crofton in Group Personnel, Kleinwort Benson Limited, 20 Fenchurch Street, London EC3P 3DB.

Dresdner Kleinwort Benson

LEADING INVESTMENT BANK ACCOUNTANTS/MANAGEMENT CONSULTANTS FOR GLOBAL SECTOR RESEARCH

SIX FIGURE PACKAGES CITY BASED

Rare opportunity to join a leading investment bank at the forefront of valuation and lead the interpretation of analysis with the major institutional investors worldwide. Key sectors include Financial Institutions, FMCG, Retail/Food, Telecoms/Media/IT, Chemicals/Healthcare, Energy.

THE POSITION

- Leading roles within high-profile sector research teams. Senior-level contact with companies and investment institutions.
- Provide thought-provoking, consensus-breaking investment recommendations based upon state-of-the-art valuation and analysis techniques.

SAINTY HIRD
&
PARTNERS

SHP
ASSOCIATES

Please send a full CV and current salary details, quoting reference 971003, to SHP Associates, Stratton House, Stratton Street, London W1X 8PE. Tel: 0171 753 3000 Fax: 0171 753 3010.

- Close working relationship with corporate finance to provide innovative M&A and other advice to companies in sector.

QUALIFICATIONS

- Genuine interest in corporate strategy and global investment markets. Understanding and enthusiasm to develop further tools to analyse shareholder value, EVA, etc.
- Ability to isolate, quantify and critique corporate strategies and sector value drivers.
- Strong financial and analysis background, probably gained within corporate planning (or similar) function, strategy consultancy or leading accountancy firm.

Northern Trust OPERATIONAL ANALYSTS/ PROJECT MANAGERS

LONDON

£ Exceptional packages

Northern Trust is a leading provider of trust and investment services to both the personal and corporate and institutional sectors with 7,000 employees world-wide and a presence in North America, Europe and Asia/Pacific. They have assets under administration of approaching \$1 billion.

Due to a number of high profile industry issues, such as the planned introduction of the European Single Currency, they are currently looking to recruit a number of highly talented individuals to join an existing team of project managers. These key professionals have the opportunity to have a significant impact on the business and increase its profile and reputation.

The Position

- Co-ordinate multi-disciplined teams across various operational functions to exploit the inherent strengths within the business.
- Assist in the creation of a combination of strategies and approaches in order to maximise the potential market opportunities and to ensure the development of 'best practice'.
- Analyse, assess and project manage the organisation's response and reaction to a variety of issues.

The Requirements

- Intellectually robust individuals with strong interpersonal skills, the capability to work at all levels of an organisation, and high energy and drive to cope with these demanding roles.
- Broad experience covering a combination of finance, systems development, and internal or external consulting skills.
- Significant knowledge of securities processing.
- Highly developed project management skills with a proven ability to analyse, plan, co-ordinate and motivate.

Please send your CV with current salary details to: James Gray, K/F Selection, 252 Regent Street, London W1R 6HL, quoting ref: 62803/04.

Alternatively send by fax on 0171-512 5580 or by e-mail to kfs-london@kfsselection.com Internet Home Page: <http://www.kfsselection.com>

K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL

BANKWATCH*

RATING ANALYSTS

LONDON/MOSCOW/CYPRUS

Due to expansion into new markets, THOMSON BANKWATCH seeks experienced individuals for high profile positions rating financial institutions in European emerging markets. These positions carry considerable responsibility and are unlikely to be filled by individuals with less than three years' relevant experience. Suitable experience would include counterparty credit analysis at a leading international bank, banking regulation at an OECD central bank, financial institution audit at a Big Six accountancy firm

or work with another rating agency. Whilst language skills would be beneficial, the quality of our work dictates that the most important factor in assessing the suitability of a candidate for this job is the relevance of their analytical experience.

Applicants should fax or post their curriculum vitae with application letter including details of qualifications, work history and expected salary to: Joanna Megson, Human Resources Advisor, by Friday 31st October 1997.

THOMSON BANKWATCH, Aldgate House,
33 Aldgate High Street, London EC3N 1DL, United Kingdom.
Tel: +44 171 369 7170 • Fax: +44 171 369 7174

SOVEREIGN RATINGS ANALYST

Standard & Poor's, the world's leading credit rating agency, has an opportunity in the Financial Institutions Ratings Group. You will assess the credit risk of sovereign governments and sovereign-supported financial institutions in Latin America. Responsibilities include meeting with senior officials in the public and private sectors, preparing analytical reports for internal committees/publications and interacting with institutional investors. Extensive travel will be required.

Candidate must possess a minimum of two years experience in sovereign risk analysis and graduate training in economics and/or public policy. Strong analytical and communication skills required. Near native fluency in Spanish is also required.

We offer a competitive compensation and comprehensive benefits package. For consideration, submit resume with salary requirements and a writing sample to: Human Resources, Dept EPLC, 25 Broadway, 15th Floor, New York, NY 10004. Fax: 212-412-0300. An Equal Opportunity Employer, M/F/D/V. Committed to a Diverse Workforce.

Standard & Poor's

A Division of The McGraw-Hill Companies

Appointments Advertising

appears in the
UK edition
every
Wednesday
& Thursday
and in the
International
edition every
Friday.

For information
on advertising
in this section
please call

Toby Finden-Crofts
0171 873 402

Financial Times

HOFMANN SCHNEIDER CAPITAL S.A.

VIENNA

We are a rapidly expanding international investment banking firm with offices in the 5 major financial capitals in central/eastern Europe specialising primarily in retail and institutional brokerage, initial public offerings and portfolio management.

As part of our growth-oriented strategy, we are now looking to expand our Vienna-based operation and seek to recruit established Equity Brokers.

The ideal candidate must be a licensed, high calibre individual possessing an extensive network of contacts and an excellent performance track record.

This is a rare opportunity to join a dynamic pro-active institution offering an attractive salary and benefits package, including an outstanding performance related bonus scheme.

To apply, please send CV to:

Hofmann Schneider,
Schwarzenbergplatz 6/2,
Palais Feste, A-1030 Vienna Austria
Fax: (00431) 710-3828

Alternatively, call: Simon Goldmann or Marni Ramadan
Tel: (00431) 71769

A career move
at the leading
edge of mobile
communications

Contract
up to £60K

12

EXCELLENT

The Company

Tel: 0171 369 7170

For more information

contact

0171 369 7170

For more information

contact

0171 369 7170

For more information

contact

0171 369 7170

For more information

contact

0171 369 7170

For more information

contact

0171 369 7170

David H. [Name]
[Title]
[Address]
[Phone]
[Fax]
[Email]
[Website]

Les Echos
La Voix de France
The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to target the French business world.
For information on rates and further details please telephone:
Toby Finden-Crofts on +44 171 873 4027

**EXPERIENCED EQUITY
INVESTMENT ANALYSTS
WANTED**
We are an independent investment research boutique looking for additional, experienced sector specialists who share our passion for high quality research.
For further details, please ring
Chris Munro at COMPANY Guides on
0171 608 1660 day/0171 351 1963 evenings
Company Guides is regulated by the SFA

New European Energy Markets

Exciting opportunities to participate in rapidly deregulating markets

London based

The global energy division of a major international commodities company is looking to expand its activities into electricity and natural gas trading throughout Europe. It will be seeking suitable individuals to support this expansion.

Candidates will typically be graduates with 3 - 5 years working experience in an analytical role and preferably used to working with computer modelling. Previous experience in either the electricity or natural gas sectors is not essential but would be helpful and applicants would be expected to know the basic tenets of recent European energy legislation. They should be used to an international perspective, ideally being fluent in a second European language. Key qualities include flexibility, intellectual dexterity, self motivation, and the ability to work in small teams or alone.

There are outstanding opportunities for the right individuals with this company and a package will be negotiated to attract candidates of the highest calibre.

Please send full personal and career details, including current remuneration levels and a contact telephone number to Box A5981, Financial Times, One Southwark Bridge, London SE1 9HL

The opportunity to train as an Investment Analyst

Our client, IAI International, is part of a major US fund management group which manages international equity mandates for predominantly North American pension funds. The rapid growth of assets in its London office has created two exciting new opportunities in its Far East and European equity teams. The work will entail the detailed analysis of companies for stock selection purposes, some country research and the provision of a range of support services to fund managers.

Candidates will be numerate graduates with up to two years' experience in financial services who are keen to develop a career in investment management and willing to study for the appropriate professional qualifications

(IMR or CFA). Applicants must possess well developed analytical, computing and communication skills and a self-motivated, team-minded approach. Relevant linguistic ability would be an advantage.

These positions represent an outstanding opportunity to train for a career in equity research in some of the world's most interesting markets. The company offers a friendly, entrepreneurial working environment, a competitive salary and excellent future prospects. To apply, please write in confidence to:

IMR Recruitment Consultants, No.1 Northumberland Avenue, Trafalgar Square, London WC2N 5BW (tel. 0171 872 5447).

IMR

INVESTMENT MANAGEMENT RESOURCES

CHIEF FINANCIAL OFFICER

Budapest

for international manufacturing group with Central European operations and over \$110 million in turnover.

As a key member of the management team, the CFO is responsible for the comprehensive financial functions of the group, including consolidation and reporting, planning and budgets, treasury and banking relationships. The applicant should be a chartered accountant, CPA, or have similar professional qualifications. Experience with a public company would be an asset. Excellent English language communication skills are required for this high-profile role.

The ideal candidate is 35-45 years old, dynamic, flexible, and results-oriented. Experience working in Central and Eastern Europe and/or knowledge of local languages is helpful but not essential. Competitive compensation package.

Interested candidates should apply to:

Box A5195, Financial Times,
One Southwark Bridge, London SE1 9HL

مكتبة

ACCOUNTANCY APPOINTMENTS

INTERNATIONAL OPERATIONAL REVIEW

THAMES VALLEY

SALARY TO £38K + CAR

With annual sales of £800m this company is a market leader in its field and under new leadership is undergoing a period of rapid cultural change.

Innovative working practices and systems are being implemented to support developing strategies, and reporting procedures established to respond to imminent changes.

Following an international promotion, a position has become available within the compact but high profile team.

The principal objectives of the role will include the following:

- To develop an emphasis on operational review particularly in the manufacturing area.

- To understand the business environment, obtain the support of management and help improve the efficiency of systems.
- To participate in special investigations.

The role covers all of the company's worldwide entities and joint ventures and will involve approximately 50% travel to their primary support functions. The company has sales and manufacturing operations throughout the US, Europe, Asia and The Pacific.

The successful candidate will be a qualified accountant with at least 18 months PQE. Strong communication skills and the willingness to be part of a dedicated team are paramount.

ROBERT WALTERS ASSOCIATES

<http://www.robertwalters.com>

LONDON WINDSOR AMSTERDAM BRUSSELS NEW YORK HONG KONG SYDNEY WELLINGTON AUCKLAND

A career move at the leading edge of mobile communications

Contracts up to £60K pa



Cellnet is one of the UK's leading mobile communications companies. The company has seen dynamic growth in its services, subscribers, products and turnover. This success is represented by over 2.7 million customers and an investment of over £1 Billion in building its user network handling over 10 million calls per day.

Within Cellnet, audit is seen as a key project based function of 25 individuals, that has the full support of the business identifying and delivering change in a complex and hi-tech environment.

The company is now building a flexible resource around their audit requirements, working in small teams on projects that are critical to the company's ongoing growth and success. As with its business, the company's approach is radical and at the cutting edge of resourcing.

In order to deliver the projects required by the business, the need has been identified to recruit a team of proven corporate and systems auditors on a one year contractual basis. The following key senior positions have been identified:

Audit Manager - Network Billing

Responsible for managing the audit programme assessing call scenarios and other quality issues. You will have the following attributes:

- 2 years' post qualification audit experience with significant systems content
- An understanding of network and billing systems would be an advantage
- Proven team management and project management skills
- Strong planning and general audit skills

Audit Manager - Billing Systems

Responsible for the audit of projects across network billing, analysing new and existing processes and systems. You will have the following attributes:

- A minimum of 2 years' systems audit experience
- Strong communication skills and the ability to build relationships cross-functionally
- Tenacious project driven approach, able to put issues on colleagues agendas

Audit Manager - Computer Security

A newly created role responsible for the development and implementation of the security evaluation processes around Cellular systems. You will have the following attributes:

- Experience of technical audit
- Proven consultancy skills in influencing a business environment
- The ability to analyse, understand and enhance systems

Billing Systems Project Auditor

This is an important stand alone role auditing the network and billing systems of Cellnet. Reporting to the manager of the team, you will have the following attributes:

- Qualified Auditor
- A wide variety of systems and IT audit skills
- Well motivated self-starter

Cellnet is a proactive employer with a track record of developing people from its audit function into the business where there are many new opportunities to develop. Contracts will offer a high degree of flexibility and autonomy in one of the most exciting environments in the industry.

If you would like to find out more, then be proactive about your career and call Chris Cole or Michael Benad on 0171 808 7070 (weekdays) 0181 943 1600 (evenings and weekends), or send your CV and salary details in confidence to them at:

FINANCE PROFESSIONALS,
Vigilant House, 120 Wilton Road,
London SW1V 1JZ.
Fax: 0171 828 2381.
Email: chris@finprof.co.uk or michael@finprof.co.uk



FINANCE MANAGER

THE COMPANY: Our client is a young privately owned organisation committed to develop rapidly and expand into a competitive, global integrated energy group. The company has interests in South America, Europe, North Africa and the CIS and employs around 750 people. Within the oil production operations an opportunity now exists for an experienced senior finance manager.

THE ROLE: Reporting to the locally based President of the operations and functionally to the Chief Financial Officer in London, your key responsibilities will be:

- Heading up the Russian Finance team to ensure adequate control is exercised over the assets of the company.
- Preparation, production and review of all company's reporting requirements covering all activities in the area.
- Production of annual budget and 5 year plan.
- Ensuring compliance with regulatory and statutory requirements.
- Co-ordinating with the London office on corporate reporting requirements.

THE PERSON: It is an international opportunity for a responsible, flexible individual looking to progress a career with excellent prospects. You will have:

- International professional qualification (ACA, ACCA, CIMA or CPA).
- 10 years' plus financial/commercial management experience.
- Commercial thinking with attention to details.
- Emerging markets exposure, preferably CIS.
- Fluent English and Russian.
- Oil industry or similar experience.
- Working knowledge of the Sun Accounting system.

Candidates who are interested in this position should forward their resumé to our London office quoting clearly reference number FT3159 on ALL correspondence. All applications will be treated in the strictest confidence.



Antal International: Shropshire House, 1 Copper Street, London WC1E 6JA.
Tel: +44 (0) 171 637 2001. Fax: +44 (0) 171 637 0949
or visit our web site on www.antal-int.com

ANTAL INTERNATIONAL
"A Global Recruitment Solution Applied Locally"

UK • CZECH REP • FRANCE • GERMANY • HUNGARY • ITALY • POLAND • ROMANIA • RUSSIA • UKRAINE • USA

GENERAL MANAGER

ING INVESTMENT MANAGEMENT

COMPETITIVE REMUNERATION PACKAGE

THE COMPANY: ING Group is a prominent player in the world's banking and investment market offering its clients a full range of financial products and services and considering asset management as one of its core activities, for which ING Investment Management is responsible. Being seriously committed to the emerging markets in Central and Eastern Europe (a.o. presence in Hungary, Poland, Czech Republic) the company has made a strategic decision to expand its Russian base and introduce asset management for corporate clients and institutional investors, and fund management.

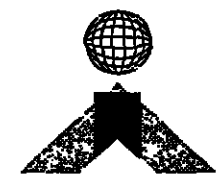
THE ROLE: It is anticipated that the successful candidate will have responsibility for expanding, further developing and leading the asset management company's operations in Russia including acquisition of institutional and corporate clients. The already existing client base will serve as a starting point for establishing business in Russia and achieving rapid and sustainable growth in all areas including market share, profitability and volume of business.

THE PERSON: This new and challenging senior level role demands a very experienced person with fluent English, a thorough knowledge of (preferably emerging) money and capital markets and strong general management skills. Ideally, he/she would have an asset management or a brokerage background - preferably related to emerging markets - and a proven track record of business development and sales to both institutional clients and mutual funds. Good Russian language skills, direct experience of operating in Eastern Europe and preferably Russia, as well as a comprehensive network of contacts in the Russian financial world, would be a major benefit. There is a strong preference for candidates who can display commercial acumen and a mature proactive approach.

This is an ideal opportunity to develop and manage an exciting business reporting to the Corporate Head Office in the Netherlands.

A very generous remuneration package is offered which reflects the status of the position.

Candidates who are interested in this position should forward their resumé to our London or Moscow office quoting clearly reference number FT3160 on ALL correspondence. All applications will be treated in the strictest confidence.



Antal International: Pans Business Centre, 23 1st Tverskaya-Yamskaya Ul., Moscow 125047,
Russian Federation. Tel: +7 095 258 0465 Fax: +7 095 258 0470. E-mail: antalrus@online.ru
Antal International: Shropshire House, 1 Copper Street, London WC1E 6JA.
Tel: +44 (0) 171 637 2001. Fax: +44 (0) 171 637 0949
or visit our web site on www.antal-int.com

ANTAL INTERNATIONAL
"A Global Recruitment Solution Applied Locally"

UK • CZECH REP • FRANCE • GERMANY • HUNGARY • ITALY • POLAND • ROMANIA • RUSSIA • UKRAINE • USA

Excellent remuneration package

The Netherlands

Business Group Controller

Leading multinational with Dfl 4.5 billion turnover and headquarters in The Netherlands has a dominant market position in Europe and the Americas and a growing position in Asia. One of its two business groups has turnover in excess of Dfl 1 billion and operates in a truly international and dynamic market-place with high growth rates. It has business units and operating companies throughout Europe, the Americas and Asia and now seeks to recruit an outstanding Controller.

THE ROLE

- Reporting to the Chief Operating Officer and functionally to the CFO, fully responsible for the financial management of the business group and supporting the COO in the most important strategic decisions. Member of the management team of the business group.

- Improving performance through enhanced business planning, monitoring and analysis. Reviewing performance with Business Unit Management.

- Directly involved in acquisitions and investment projects. Optimising information flow to improve decision making.

THE QUALIFICATIONS

- Late 30s/early 40s graduate CA or MBA with track record in international organisations to a similar level or to financial director level in a smaller business operating internationally.

- Broad commercial and international orientation with excellent intellect and analytical skills and ability to contribute at the strategic level.

- Independent judgement and a persuasive communicator and team player. Proactive and initiative. Fluent in English.

Selector Europe specialises in the recruitment and selection of managers at executive level and is part of Spencer Stuart with 40 offices worldwide.

Selector Europe
Spencer Stuart

Please reply with full details (including salary level and priority fee) to: Selector Europe, 2nd Floor, 24, Gresham Street, London EC2A 3DF, UK. Tel: 020 7494 1000. Fax: 020 7494 1001.

Group Finance Manager

Rare opportunity for high achiever

East Anglia

to £60,000 + excellent benefits + full relocation

- Industry leader in the provision of specialist services to both the public and private sectors. This ambitious Group has restructured and is poised for substantial expansion.

- Organised into four key product areas, the business operates from offices, manufacturing sites and distribution units throughout the UK.

- Reporting to the Group Financial Controller, responsibilities will include enhancing the quality of management information across the divisions; liaison with senior divisional management to maximise profitability; ad-hoc projects for the Group Finance Director; and participation in major systems developments.

- Candidates will be graduate calibre, qualified accountants with five to ten years PQE, gained within the group function of a large organisation. Additional experience as a Finance Manager in an operating environment would be desirable.

- A well focused, sharp mind combining technical expertise with a commercial perspective is important, as is the ability to advise on key issues. In addition, a proactive, flexible "hands on" approach will be necessary.
- Motivated by challenge and opportunity, candidates will have the ability to influence and manage change as well as possessing first class interpersonal skills. Excellent career opportunities exist.

Please write in confidence to Suzanne Wood, giving details of your career and current earnings, quoting reference 2630.
O & CO SELECTION LTD, 7 CURZON STREET, LONDON W1V 7PL. Fax: 0171 499 6725. E-mail: osco@odgers.com

O&CO
SELECTION

AN ODGERS GROUP COMPANY

GROUP FINANCE DIRECTOR

Ambitious Quoted Group

London

to £75,000 + Bens

Our client is a highly regarded quoted group operating in the competitive electricals market. Supplying both the wholesale and retail sectors, it has in the last two years adopted a strategy of focusing on profit maximising operations and new product areas. Now embarking on a period of growth, it seeks to strengthen the Executive Team, initially by appointing a new Group Finance Director.

THE POSITION

- Reporting to the Executive Chairman, be responsible for all financial aspects of the group's management, raising the profile of the finance function within the group, and representing the group to external advisors and investors.
- Provide Board level input to the development of the group's expansion plans and the raising of capital funds.
- Contribute effectively to the day-to-day operational direction of the business, taking a proactive stance towards commercial issues, as well as maintaining and improving its financial management.

QUALIFICATIONS

- Qualified accountant, aged preferably 35-45, with an outstanding career record to date, having achieved director level responsibility early. Experience of a customer-focused, product-led business is essential, preferably within an international trading company.
- Maturity and first-class interpersonal skills will be strong personal characteristics, evidenced by achievement within a robust operating environment, influencing at board level and presenting externally to company bankers and investors.
- Strong commercial aptitude, with expertise in working capital management and first hand experience of mergers and acquisitions.
- Experience of planning and implementing enterprise-wide IT solutions.

Candidates interested in this key appointment should write, enclosing a full CV with current salary details, to the advising consultants Jon Boyle and Andrew Drax at Questor International Limited, 3 Burlington Gardens, London W1X 1LE, please quote reference 2309. Tel 0171 292 8300. Fax 0171 287 5457. E-mail: jon@questorint.com

QI
QUESTOR INTERNATIONAL

OSRAM Financial Controller - UK

Middlesex

c £45,000 + Car + Benefits

As a major division of SIEMENS AG, OSRAM is a world leader in the lighting industry operating production facilities in 17 countries with 26,000 employees worldwide. With global sales of £2 billion, Osram has ambitious expansion plans within emerging markets. This combined with its renowned product innovation will ensure its continued success as a market leader.

The Financial Controller, reporting to the UK Finance Director will be working closely with operational management and your brief will be to provide proactive support to senior management through clear financial leadership.

Your responsibilities will encompass:

- Working with operational management in providing financial advice for commercial decisions.
- Optimisation of cashflow management.
- Development of financial reports so as to achieve a fair and balanced portrayal of OSRAM's business performance and objectives.

- Responsibility for improving management information systems to facilitate tight business controls.
- Proactive management of the accounting team.

The successful candidate will be an ambitious qualified accountant, ideally aged between 30 and 40, with first class technical ability, combined with excellent communication and influencing skills. Previous exposure to a manufacturing environment would be highly advantageous, as would a knowledge of German.

With this role come the rewards and career progression that only a world-wide organisation can offer. Should you feel you possess the qualities to meet this challenging opportunity, please telephone Keith Mackenzie on 0171 269 2574 to discuss further or forward your curriculum vitae to him at Michael Page Finance, Savanah House, 11 Charles II Street, London SW1Y 4QZ or fax on 0171 976 2613.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Birmingham Edinburgh Glasgow Leeds Liverpool
Maidenhead Manchester Milton Keynes Nottingham Reading St Albans & Worldwide

Financial Accountants

Glasgow

Languages required

£ Excellent

Our client is a large multi-national who enjoys a high profile within the hi-tech sector where they are renowned worldwide as experts in their field. Currently expanding their operations in Glasgow, they have a state-of-the-art facility to provide their European subsidiaries with a range of customer service, finance and IT support services. This recent development has resulted in the establishment of a multi-cultural team in Glasgow. Our client is now seeking to recruit a number of Financial Accountants who will manage the accounting and finance activities for the following countries: France, Spain, Finland, Sweden, Norway, Denmark and Italy.

As a fundamental part of the business team, the Financial Accountants will act as country specialists, providing support to the team's Financial Manager, with a wider relationship to other European finance personnel. A major part of the role will involve undertaking both local and US statutory accounting and reporting, as well as the maintenance of the fixed asset accounting system. However, just as central to the position will be the

liaison with the foreign subsidiary on accounting, budgeting and forecasting issues, as well as ensuring that the country complies with parent company reporting requirements and procedures.

Successful candidates will have a minimum of three years experience in a similar environment, excellent interpersonal skills and a proven IT awareness. Knowledge of US GAAP and in-country legislation is a distinct advantage. Fluency in French, Spanish, Italian or a Scandinavian language is essential. The position will offer room to develop both personally and in line with the business itself, suiting candidates with ambition and a desire to work in a fast moving and demanding environment. An attractive salary, benefits and relocation package will be offered.

Interested candidates should write to Stuart Robertson at Michael Page Finance, 150 West George Street, Glasgow G2 2HG enclosing a detailed curriculum vitae with salary package. Alternatively, fax on 0141 331 1426. Please quote reference 371476.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Birmingham Edinburgh Glasgow Leeds Liverpool
Maidenhead Manchester Milton Keynes Nottingham Reading St Albans & Worldwide



Commercial Director

Middlesex

to £40,000 + Equity + Benefits

The Virgin name needs little introduction, founded by Richard Branson the organisation now comprises companies as diverse as Virgin Atlantic, Virgin Cola and Virgin Direct. The Group is internationally recognised as one of the most innovative and entrepreneurial operations in the world.

The London Broncos, the only London based Rugby League Club, are a major success story within the sport. Rising from the old second division to second place in the 1997 European Super League represents a significant achievement in only three years.

Having recently taken a majority shareholding in the business, Virgin will now be bringing its marketing and promotional expertise to bear in order to maximise The London Broncos' growth potential as the only club playing rugby in London over the summer. With these plans in mind the London Broncos' now require a Commercial Director to take on a key leadership role in propelling the club to world class status.

As a key member of the senior management team the Commercial Director will be responsible for more than just finance. As well

as complete hands-on financial control, the Commercial Director will be responsible for the following:

- Proactive identification and analysis of commercial and development opportunities for the club.
- Collaboration with the Marketing Manager and Player Administration on business planning and project management.
- Assessment, negotiation and enforcement of contracts.

Candidates will be qualified accountants, probably aged late 20s to early 30s with a strong interest in sport.

With demonstrable experience in a commercial environment, personality, ambition and creative flair are key attributes. Additionally, the right person will have an understanding of The Issues relating to expatriate employment and the drive and determination to succeed in what is undoubtedly an exciting venture.

If this profile fits you then write to Jake Olds at Michael Page Finance, Savanah House, 11 Charles II Street, London SW1Y 4QZ enclosing a comprehensive CV quoting reference 377540 and including current salary details.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Birmingham Edinburgh Glasgow Leeds Liverpool
Maidenhead Manchester Milton Keynes Nottingham Reading St Albans & Worldwide

Manager Financial Planning and Analysis

Berkshire

to £38,000 + Benefits + Bonus

Our client is a US quoted consumer products corporation with a turnover of \$3.5 billion. The European entity turns over well in excess of US\$100 million and is headquartered in Slough, Berkshire. As a leading manufacturer and supplier of branded household products to retailers, the organisation is sales led and committed to growing organically and by acquisition.

With six European operations and definitive plans to significantly increase the size of the European business, they now need a Financial Planning and Analysis Manager. Reporting to the European Financial Director, responsibilities will include:

- Development and enhancement of financial reporting across Europe.
- Consolidation, review and analysis of weekly, monthly and annual results.
- Provision of commercial financial support to the Business Development Group (UK and France).

- Budgetary control for the Business Development Group.
- Leadership responsibility for numerous ad-hoc projects throughout Europe.

The successful candidate will be a graduate calibre qualified accountant, ideally less than 35 years old and with at least two years' post qualified experience. Exposure to the consumer products environment and a second language whilst not a pre-requisite, would be an advantage. Applicants must be able to display experience of managing change and enhancing business performance within a previous role. Candidates should furthermore be prepared to travel within Europe and develop strong business relationships with general management throughout the subsidiaries.

Interested applicants should forward a comprehensive CV, including details of current salary and daytime telephone number, quoting ref 369755 to Peter Istead at Michael Page Finance, 40-42 High Street, Maidenhead, Berkshire SL6 1QE.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Birmingham Edinburgh Glasgow Leeds Liverpool
Maidenhead Manchester Milton Keynes Nottingham Reading St Albans & Worldwide

Appointments Advertising

appears in the

UK edition

every

Wednesday

& Thursday

and in the

International

edition every

Friday.

For information

on advertising

in this section

please call

Mark Williams on

+44 171 873 3779

Financial Times

SITA

INTERNATIONAL TAX MANAGER

GENEVA BASE

SF ATTRACTIVE

SITA operates the world's largest communications network to over 225 countries and territories, serving 900+ locations. With over 70,000 customer connections, 5,000 staff worldwide and \$1bn in revenues, SITA provides a one stop shop for all mission-critical business to business communications and information needs.

The Geneva based tax team is seeking to recruit a further qualified (2-5 years) tax specialist who has a strong track record in practice and/or commerce/industry.

The role is 100% international consultancy and will involve some world travel. This is a position for someone intelligent and creative who seeks a deal of practical autonomy in initiating and running projects across direct and indirect taxes. Computer literacy and a second European language in addition to English is an advantage.

Be at the leading edge in one of Europe's most attractive locations.

Please send a full CV for the attention of Mike Beament, Sheila Mandal or Matt Anderson at BLT or you may fax it to +44 (0) 171 405 3310 or e-mail it to team@blt.co.uk. Any direct applications will be forwarded to BLT.

Further information about SITA is available on the internet - <http://www.sita.int>

Quality House

5/9 Quality Court

Chancery Lane

London WC2A 3HP

F: +44 (0)171 405 3310

E: team@blt.co.uk

W: <http://www.blt.co.uk>

+44 (0) 171 405 3404

Financial Times

European Financial Controller

Excellent Package

Paris Based

Our Client is the European operating division of a major international group which is a market leader in the media/services sector.

As a result of the division's growth the company now seeks to appoint a young, bright individual to the position of European Financial Controller. Working closely with the Finance/Commercial Director, you will assist in the following areas across the division's subsidiary companies which are located throughout Western Europe and include the UK:

- Participation in the management of and contribution to the overall profitability and long-term development of the Division;
- Involvement in the business planning of the Division;

- Control of all financial matters relating to the subsidiary companies in Europe so that actions taken allow the Division to operate in the most efficient, cost effective and profitable manner, and all financial/legal requirements are met.

You will be a Big 6 qualified Chartered Accountant in your late 20s/early 30s, with strong interpersonal skills, a fluency in French, and a knowledge of another language, ideally German.

You should write enclosing a CV together with current remuneration details and daytime/evening telephone contact numbers, quoting reference 710/A on both envelope and letter, to the address below.

Chrysophos Flamminger Associates, Bechtel House, 245 Hammersmith Road, London W6 8DP (Fax: 0181 628 9870).

Management Accountant

high-profile
international group

Central London

c£35,000 + benefits

Our client offers a rare chance for an outstanding, probably under 30, fully qualified, graduate accountant to expand his or her career in this recently formed, but significantly successful, London based, International Group, passionately dedicated to positioning themselves amongst the world leaders in the exclusive hotel market.

Operating in a rapidly changing and complex organisation this new position will need initiative, flexibility, high technical skills and commitment. It will demand the rare combination of the ability to work independently and decisively, whilst being an effective member of the small senior team working in an open management environment.

The work will include preparing management accounts for each operation in the Group, analysing capital and project development expenditures and a range of financial accounting overall on a day by day basis highly varied and often unpredictable. Candidates will currently either be working in the provision or service industry, should have international experience and welcome the opportunity of using a second European language. Initial remuneration is £25,000 but with considerable potential, as our client's expansion gathers pace, for an individual thriving on pressure and achievement.

Please apply at the earliest opportunity, in complete confidence, with a full CV including latest salary details, to David Thompson, David Thompson Associates, 42 Elmsborough Road, Wembley, Middlesex HA9 7EL, who is standing with this appointment. Tel: 01296 695004. Fax: 01296 695038.

DAVID THOMPSON ASSOCIATES
CONSULTANTS IN EXECUTIVE RECRUITMENT

هكزامي المرحل

FINANCIAL ANALYSTS TELECOMMUNICATIONS

Geneva

SITA

Operating in 225 countries, employing 4320 staff and with a turnover that continues to increase (\$953 million in 1996), SITA is the largest network in the world and is still expanding.

This expansion is illustrated in the Company's recent establishment of three new commercial ventures which have been set up to provide network integration, maintenance and support to all business sectors as well as to supply transaction processing software.

The Role:
Owing to continued competition and expansion within the world-wide telecommunications marketplace, SITA is looking to recruit experienced Financial Analysts for its General Management Office in Geneva. The roles will be multi-faceted and projects could include the following:

Business Modelling - assessing key performance indicators to achieve a greater understanding of the business.
Financial Analysis - assessing and implementing management financial systems/procedures.

The Candidates:
Successful candidates will be qualified accountants. You will

have extensive knowledge of the telecommunications sector, ideally gained within a financial analyst's role. Experience of project management and/or change management will be a distinct advantage. These are high profile roles that demand both strong communication skills and a multi-national outlook. Strong systems skills are a pre-requisite.

Salaries are attractive and will reflect level of experience.

Interested candidates should apply with full career details to: Matthew Blagg on +44 171 344 5134 (telephone); +44 171 344 0361 (fax); or andrew.mishon@hwgroup.com (email). Internet: <http://www.hwgroup.com> Cardinal House, 39/40 Albemarle Street, London W1X 4ND, England.

HARRISON WILLIS

INTERNATIONAL
RECRUITMENT

INVESTOR IN PEOPLE

PARTNER DESIGNATE

CORPORATE RECOVERY & INSOLVENCY

TOP 10 FIRM

To £100,000
+ Benefits

For this high profile practice, corporate recovery and insolvency are no sidelines, but well-established business areas and key elements in their growth strategy for the next millennium. That is why they are looking for a truly exceptional individual to aid in the development of these services and why they are willing to offer a truly exceptional reward package in return.

You will be a Senior Manager or a Partner within a Top 20 firm. Aged up to 35 you will already be a Licensed Insolvency Practitioner. Not just another ACA or ACCA, you will be that rare individual who combines technical proficiency with strong management skills and, perhaps most importantly, a real enjoyment of the sales and marketing aspect of the job and a demonstrable record of winning new work. Your present firm may recognise these talents but are unwilling or unable to give them full rein.

Our client will have no such problems.

If we have done enough to stimulate your imagination and you would like more information about this appointment, please call Tony Wright for a confidential discussion on 0171 344 5125, evenings and weekends 0378 848390 or write to him at Harrison Willis, Cardinal House, 39/40 Albemarle Street, London W1X 4ND, or fax your details on 0171 344 0361. E-mail: tony.wright@hwgroup.com Internet: <http://www.hwgroup.com>

HARRISON WILLIS

INTERNATIONAL
RECRUITMENT

INVESTOR IN PEOPLE

BIRMINGHAM • BRISTOL • CARDIFF • CROYDON • DUBLIN • GUILDFORD • LEEDS • LONDON
MANCHESTER • MIDDLESEX • NOTTINGHAM • READING • ST ALBANS

INVESTOR IN PEOPLE

PROVIDING FINANCIAL LEADERSHIP. DELIVERING RESULTS.

GROUP FINANCE DIRECTOR

THE ORGANISATION

ESB is a fully integrated electricity utility and is one of Ireland's leading enterprises. Since its foundation in 1927, ESB has successfully developed and expanded the electricity generation, transmission, distribution and customer supply network in line with the dynamic, growing economy of Ireland and now meets the needs of more than 1.4 million customers. The company also has significant overseas operations in the world-wide electricity markets.

Following agreement on the EU energy directive, liberalisation of the European energy markets will soon be a reality. Consequently increased competition and globalisation will bring great change, requiring progressive strategies to ensure continued market leadership domestically, while capitalising on international expansion opportunities.

The vacancy for Group Finance Director with ESB which arises from the retirement of the incumbent, represents an outstanding opportunity to significantly impact the future of a progressive company with a turnover in excess of IRE1.2 billion.

THE CHALLENGE

Reporting to the Chief Executive, and operating as a key member of the executive management team, the successful candidate will contribute to corporate strategic planning with full responsibility for development of group-wide financial policies. He/she will be accountable for key financial management information, a company-wide financial control framework and the control of financial activities and risks. He/she will work closely with the Chief Executive in relation to the overall financial performance of the group, provide strong leadership for finance and will be directly responsible for a large Corporate Treasury and the Corporate Finance function.

THE PERSON FOR THIS KEY APPOINTMENT

This high profile role, while demanding, will be of interest to those who thrive on challenge, relish change and have a passion for excellence. The position calls for a commercially astute finance professional of exceptional calibre. Candidates will be professionally qualified with several years experience in a senior finance position in a large progressive organisation, be capable of demonstrating commercial flair and have the capacity to manage a strong finance team.

The remuneration and benefits package is designed to attract candidates of the highest calibre.

Candidates interested in this outstanding opportunity should send complete career and personal details, in strictest confidence, to:

Emer Reynolds,
Head of Executive Selection and Search,
Price Waterhouse,
Gardner House,
Wilton Place, Dublin 2, Ireland.
Fax: +353 1 662 6604
Email: PWESS@Europe.notes.pw.com

PriceWaterhouse
Member of the Executive Selection Consultancies Association

HAVE YOU GOT THE ENERGY?

ESB IS AN EQUAL OPPORTUNITIES EMPLOYER



GROUP FINANCE DIRECTOR

Prestigious Quoted Property Group

Central
London

REGALIAN

£100-120,000
+ Benefits

Regalian Properties Plc is the sector leader in developing premium quality London residential properties, selling to a high net worth customer base both at home and abroad. The group has emerged from the difficult trading conditions in the early 1990's as a strongly managed, well-resourced operation, ideally placed to capitalise on the current and future lucrative London market. Profitable and with market capitalisation of £73 million, the company now requires a new Group Finance Director to play a key role in its strategic direction towards the year 2000 and beyond.

THE POSITION

- Full board participation, working closely with the Executive team to define, develop and drive the group's growth strategy, leveraging off the excellent management skill base and reputation to continue to achieve strong trading performance.
- Lead the finance function as it evolves, ensuring the optimal level of financial support to the business and the delivery of financial reporting to Plc standards and compliance.
- Represent the group to the investors and City, as well as business and joint venture partners, playing a full role in the commercial management of the operations.

QUALIFICATIONS

- Fast track, qualified accountant, aged 35-45, possibly with an MBA. An outstanding record of career progression should be evident, ideally within a quoted environment, having participated in shaping and/or implementing executive decision-making.
- Strong experience in the property/building and/or investment banking sectors, possessing the necessary insight and feel for successful management, investment and strategic development.
- First class presentation skills, capable of operating at the highest level, and managing relationships with the advisory and investment communities.

Candidates interested in this outstanding opportunity should write, enclosing a full CV to the advising consultants, Jon Boyle and Sharon Glenaway, at Questor International Limited, 3 Burlington Gardens, London W1X 1LE, please quote reference 2319. Tel 0171 292 8300. Fax 0171 287 5457. E-mail: jon@questorint.com



QUESTOR INTERNATIONAL

International Tax Director

Central London

£ Six Figure Package

A wholly owned subsidiary of General Electric Company, GE Capital Services is a unique and dynamic service organisation whose activities span the globe through a network of 27 highly focused businesses. Commercial Real Estate Financing & Services (CREFS) is a full service real estate investor with \$16 billion of assets. Far more than a capital provider, CREFS provides financing solutions and customised high value services for commercial real estate properties, and is embarking on a major international expansion programme. Transaction size ranges from \$1 million to over \$1 billion, and activities encompass loans, recapitalisations, equity and selective purchases of loans or properties as well as corporate acquisitions. Services include asset management, loan servicing and pension advisory.

The Global Tax Director, headquartered in Stamford CT, now seeks to recruit an International Tax Director who will be based in London. In strategic partnership with him and a creative business team, you will manage the tax issues associated with the integration of acquisitions, as well as providing advice and counsel on acquisition proposals for the European and Asian businesses (in fact all locations outside North, Central

and South America). You will combine your responsibilities as an international tax strategist with a commitment to achieving value-added end results.

Suitable candidates for this high profile role will share the following philosophy with CREFS senior management - that there is nothing to be achieved from high level tax counsel unless it is brought to bear and implemented in a commercial fashion. You will currently be a tax partner or top-flight senior manager with a leading advisory firm in the UK or Europe, alternatively you may already be working as a senior tax specialist within the real estate sector. With excellent practical international tax exposure, you will be recognised as a driving force and source of innovation throughout transactions. Naturally, you would only consider a career move that would seriously enhance your future prospects.

Please forward a comprehensive résumé and covering letter to our retained advisers: Matthew Phelps, Brewer Morris, 179 Queen Victoria Street, London EC4V 4DD. Telephone: 0171 415 2800, Fax: 0171 463 0748.

GE Capital
Commercial Real Estate
Financing & Services

*Trademark of General Electric Company, U.S.A., which is not connected with the English company of a similar name.



An equal opportunity employer

Appointments Advertising

appears in the

UK edition

every

Wednesday

& Thursday

and in the

International

edition every

Friday.

For information

on advertising

in this section

please call

Toby Finden-

Crofts

0171 873 4027

Financial Times



Office of Science and Technology

APPOINTMENTS TO THE RESEARCH COUNCILS 1998

The Office of Science and Technology in the Department of Trade and Industry is seeking nominations, including self-nominations, of suitably qualified and experienced individuals to fill a number of vacancies for Chairmen and part-time members of the Research Councils, which are expected to arise during 1998.

The grant-awarding Research Councils are the:
Biotechnology and Biological Sciences Research Council (BBSRC)
Engineering and Physical Sciences Research Council (EPSRC)
Economic and Social Research Council (ESRC)
Medical Research Council (MRC)
Natural Environment Research Council (NERC)
Particle Physics and Astronomy Research Council (PPARC)

Their mission is broadly to promote and support high quality basic, strategic and applied research and related post-graduate training in the areas of science for which they are responsible, placing special emphasis on meeting the needs of users of their research and training output, thereby enhancing the United Kingdom's industrial competitiveness and quality of life. PPARC's mission differs slightly from that of the other Research Councils in that its support is almost entirely for basic research. Research Councils are corporate bodies with executive responsibilities, set up under the Science and Technology Act 1995 and by Royal Charter. They are funded principally by the Government. The Councils of the Research Councils act as the key strategy-making, policy-forming and priority-setting bodies.

In addition, the Central Laboratory of the Research Councils is constituted as a Research Council. It does not award grants but provides large scale research facilities at the Rutherford Appleton and Daresbury Laboratories. It is funded by its customers, principally the other Research Councils.

Vacancies are expected to arise over the next 1 - 2 years for Chairmen of Councils other than NERC and CCLRC. Nominations should be senior figures from industry involved with the research and post-graduate training funded by the Councils or in its outcomes. They should have a track record in the leadership of substantial organisations and the ability to command the respect of the relevant academic and user communities.

Nominees for membership of the seven Councils should be eminent individuals in the academic community or senior figures from industry, commerce, government or from other communities involved in the research and post-graduate training funded by the Research Councils or in its outcomes. They should be able to reflect and express authoritatively the perspective and views of their research or user community, while contributing corporately to the Council's successful pursuit of its mission.

Chairmen and members of the Councils are appointed by the President of the Board of Trade. Appointments are made on merit but nominations of women and members of minority groups would be particularly welcome. An honorarium, currently up to £5,130 a year is payable to Council members. Chairmen receive honoraria in the range of £5,840 - £13,680 a year.

Further information and nomination forms are available from: Office of Science and Technology, Room 2/14, Albany House, 94 - 96 Petty France, London SW1H 9ST. Tel: 0171 271 2026.

The closing date for receipt of nominations is 21st November 1997.



Department of Trade and Industry



International Finance & IT Opportunities

With sales in excess of \$30 billion, PepsiCo is one of the most successful companies in the world. For more than 30 years our sales, ongoing earnings and shareholder returns have grown on average 14% a year.

This continued success, and our international expansion, have created several opportunities for ambitious candidates with a finance or IT background to join our international corporate audit team. PepsiCo Audit is a team environment that is best suited to highly adaptable individuals who can operate successfully in a fast-paced, results orientated environment. You will perform operational/IT reviews, examine the quality of management/IT systems, controls, and financial reporting, plus be involved in special projects related to our business initiatives. These are varied roles which require extensive travel, usually in teams of 3 or 4 to PepsiCo's international locations in Eastern and Western Europe, the Middle East, Africa, the United States, the Far East and Latin America.

This is an invaluable opportunity to gain international experience in both our beverage and snack food businesses. Attractive salary starting at GB£30K + attractive benefits package. These positions lead to PepsiCo careers in either operations or our corporate centres.

You will need:

- 2-6 years of experience in either finance or IT, trained in a "Top 6" firm of Chartered Accountants.
- Must be a graduate with continuing education in professional accounting
- Fluency in Spanish or Eastern European languages
- Strong analytical and intellectual skills
- Demonstrated ability to work as a team player
- Well developed communication skills
- Ability to work in a multi-cultural and rapidly changing environment

If you can meet this challenge, please write or fax to our advising consultant Jim Campbell quoting ref. JC/PC at Box No A5245, The Financial Times, 1 Southwark Bridge, London, SE1 9HL. Fax: 44 171 242 5688

New York

Dallas

London

Hong Kong

PepsiCo is an equal opportunity employer

Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.

For information on advertising in this section please call

Toby Finden-Crofts
0171 873 4027

Financial Times

FINANCIAL CONTROLLER

Surrey

c.£50,000 + Car + Benefits

North Surrey Water is part of the Générale des Eaux Group, a world leading utility company with a turnover of c.£16.6 bn and 220,000 employees worldwide. Supplying drinking water to a diverse customer base, the company has a reputation for operational excellence and customer service. As a result of an internal promotion, an outstanding opportunity has arisen for a commercial Financial Controller to work directly for the Managing Director.

THE COMPANY

- Major division of multinational market leader
- Provider of drinking water to over 400,000 people
- Turnover £20 million; c. 200 employees
- Innovative and progressive, at the forefront of technological design

THE PERSON

- Aged 30-40; graduate ACA, ACCA or ACMA
- Proven track record of success to date
- Technically excellent; strong financial control skills
- Commercially aware with management presence
- Experienced in managing and motivating a team

THE ROLE

- Key position with overall responsibility for finance, customer service and treasury functions
- Strategic and business planning
- Financial control and supervision of a team of 50
- General management and company secretarial responsibilities
- Superb career prospects within the group

Please contact our advising consultants James Heath or Sharmila Sharon Parekh at Executive Match on 0171 872 5544 or write enclosing your CV quoting ref. F2008 to them at:

EXECUTIVE MATCH
1 Northumberland Avenue,
Trafalgar Square,
London WC2N 5BW
(Fax: 0171 753 2745)
All direct applications will be forwarded to Executive Match



NORTH SURREY WATER LTD



FINANCE TRANSITION MANAGER

India

£45,000 Tax Free + Competitive Expat Package

The Company

Our client is a UK market leader, supplying enterprise-wide IT solutions to a diverse blue chip client base. They focus on applications management, which is the fastest growing area in the IT service sector. The company has exhibited significant growth in the past four years, this success being attributed to their ability to develop innovative and long term partnerships with customers. The organisation is now focusing on the substantial growth opportunities and challenges ahead by developing future international projects and exploring new markets.

The Role

As part of this international expansion, a highly capable and resourceful individual is now sought for an exciting operational finance role. Based in India and with overall responsibility for reporting relevant financial and business-critical issues to the Group, the role will encompass:

- Implementing processes and systems to ensure rapid, accurate reporting of KPI's locally and to the Group
- Establishing financial accounting controls, providing reporting to Group deadlines

For further information please contact Andy Naylor on 01908 550050 (evening 01908 22422). Alternatively, send/fax your CV to him at FSS Financial, Midsummer House, Midsummer Boulevard, Milton Keynes MK9 3BN. Fax: 01908 550093, e-mail: agn@fss.co.uk

Please quote reference FT036. All calls will be treated in the strictest of confidence.

- Providing decision-making input to ensure correct intercompany accounting treatment and transfer pricing policies
- Working with the local management teams to implement project accounting and management reporting systems and to develop forecasts, budgets and strategic plans
- In conjunction with other expatriate management, ensuring adequate control and reporting of resource utilisation
- Working with Group integration consultants on all appropriate integration activities

The individual: The nature of this role demands a flexible individual who is experienced in working overseas preferably within a large international organisation. You will be a logical problem solver and you must have an objective approach and strong personal qualities. You will provide you with the skills required to liaise with senior management and negotiate up to Board level. This highly commercial and influential role will enable you to make a significant impact on this international business.



CHIEF FINANCIAL OFFICER

Budapest

for international manufacturing group with Central European operations and over \$110 million in turnover.

As a key member of the management team, the CFO is responsible for the comprehensive financial functions of the group, including consolidation and reporting, planning and budgets, treasury and banking relationships. The applicant should be a chartered accountant, CPA, or have similar professional qualifications. Experience with a public company would be an asset. Excellent English language communication skills are required for this high-profile role.

The ideal candidate is 35-45 years old, dynamic, flexible, and results-oriented. Experience working in Central and Eastern Europe and/or knowledge of local languages is helpful but not essential. Competitive compensation package.

Interested candidates should apply to:

Box A5195, Financial Times,
One Southwark Bridge, London SE1 9HL

IT Appointments

FIXED INCOME Quants Analyst / Developer

EXCELLENT PACKAGE

In order to sustain their dynamic growth, our client, a leading global investment bank, requires business orientated, mathematical technologists. The successful candidates must be able to demonstrate the talent, motivation and maturity to succeed in an environment where over achievement is the norm, and an international perspective is essential.

Opportunities have been created within the Fixed Income Division, these will involve developing new systems for global pricing models and liaising extensively with the trading floor. A significant expansion plan and strong commitment has been applied to the development of state-of-the-art quantitative models for pricing, hedging and valuing securities and derivative instruments.

Ideally you should possess the following:

- 1 years commercial experience
- A good degree (1st or 2:1) in a mathematical, statistical or engineering discipline is required (PhD would be highly advantageous)
- Strong C / C++ programming skills

A strong training structure is in place to provide personal development, IT and financial market courses, for those who have a proactive approach and the need to succeed.

If you are interested in the above positions, please contact
Danielle Lorenz or Jonathan Leigh



INVESTMENT BANKING
17 St Helens Place, London EC3A 6DE

Tel: 0171 335 0005
Mobile: 0976 721 437
Fax: 0171 335 0008
Email: job@huxley.co.uk

INVESTMENT BANKING

C++/UNIX

£30K - £45K + BONUS

International banking group seeks developers with a minimum of one year's C++/Unix expertise. You will join a young and dynamic team, developing an exotic derivatives system for FX, Fixed Income and Equities. Candidates with relational database skills and strong mathematical capabilities will have preference.

C++/NT/VB/DERIVATIVES

£35K - £50K + BONUS

Growing front office group are currently expanding their equities business and require multi-skilled developers. These are 'hybrid' roles which require strong client server development skills coupled with a good understanding of the investment banking sector. A combination of C++, Sybase, Visual Basic and Derivatives experience is absolutely essential. These are business focused roles with appropriate financial rewards.

C++/EXCEL/FIXED INCOME

£35K - £45K + BONUS

Financial engineers required for the fixed income analytics group of this premier investment bank. Situated on the desk you will develop a toolkit for analytics, strategists and modelers utilising C++, Excel and your fixed income business knowledge. Rapid career development guaranteed for high fliers.

QUANTITATIVE ANALYSTS

£50K - £60K + BONUS

Firmwide risk group of this leading US investment bank seek quantitative analysts to work with traders and strategists. You must have strong knowledge of pricing derivatives coupled with solid programming skills. Duties will include price verification, the review of mathematical formulas and the development of alternative methods.

C++/ORACLE

£35K - £55K + BONUS

Pre-eminent global investment bank seeks financial engineers to join a team charged with the build of a risk management system. Utilizing your extensive C++/Object skills you will contribute to the whole life cycle development of the system. Preference will be given to candidates with distributed systems and business expertise. Fast-track career development with superb financial rewards.

SYBASE

£35K - £55K + BONUS

Global derivatives house seek a relational database expert with a minimum of one year's Sybase expertise. Joining the front office equities team, your role will encompass life cycle development, database design and related performance issues. There will be extensive contact with the traders and development teams on the development of their main trading application. Rapid career growth.



The people the City turn to first.

Many of our clients also offer Contract opportunities requiring the above skills. This is just a small selection of the quality positions we have available. To discuss your options call Paul Wilkins on 0171 287 2525 or fax your CV to us on 0171 287 9888. Alternatively, please write to us at ARC Recruitment, 15-18 New Burlington Street, London W1X 1PF. E-mail: arc@njc.co.uk

Recruiting Excellence

Following the successful merger of the NBS IS/IT practice and Goodman Graham's IS practice, we are delighted to announce the launch of NBS Technology



Specialist NBS Technology offices at:

7 Shaftesbury Court,
Chalvey Park, Slough,
Berkshire SL1 2ER
Tel: 01753 736633

8 Beaumont Gate,
Shenley Hill, Radlett,
Hertfordshire, WD7 7AR
Tel: 01923 851265

21-26 Garlick Hill
London, EC4V 2AU
(specialising in City IT)
Tel: 0171 379 1070

Aberdeen • Birmingham • Bristol • Cardiff • City • Edinburgh • Glasgow • Leeds
London • Manchester • Radlett • Slough • Frankfurt • Madrid • Paris

The FT IT Recruitment section is also available all week on www.FT.com

مكتبة الجاهل